

ANNUAL BUDGET

July 1, 2009 through June 30, 2010



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Tempe Mayor & City Council



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Annual Budget FY 2009/10

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About the cover:

Tempe's parks are some of the City's most valuable assets as they play an integral and vital part of creating a successful, attractive and cohesive community. The Parks and Recreation Department develops and maintains Tempe's 48 public parks.

Photos top row left to right: Tempe Sports Complex Skate Park, Cox Splash Playground and Papago Park
Photos bottom row left to right: Giuliano Park, Kiwanis Park and Indian Bend Park

Table of Contents

Introduction

Budget Award	vii
City of Tempe Mission Statement	ix
Organizational Chart	xi
Budget Message	1
Tempe Community Profile	8

Budget Overview

Budget Overview Contents	13
Budget Policies	14
Fund Summary	18
Total Financial Program.....	19
Financial Program Summary	20
Financial Program Summary for Revenues and Expenditures/Expenses.....	21
Budget Process Flowchart	22
Budget Process Summary	23
Components of Total Financial Program.....	25
General Governmental and Enterprise Funds: Ten-Year Fund Balance Trends	26
Citywide Overview	29
Strategic Issues Management/Budgeting	30
Council Committees and Strategic Issues	31
Program Budget	
Program Budget at a Glance	33
Per Capita Expenditures by Program	34
Program by Fund Summary.....	35
Program by Department Summary	36
Residential Cost of Service.....	37
Personnel Summary: Ten Year History.....	38

Comprehensive Financial Plan

Comprehensive Financial Plan Contents	39
Comprehensive Financial Plan Overview	40
Forecast Methodology	41
Forecast and Major Revenue Assumptions	42
Financial Overview	44
Major Expenditure Assumptions and Economic Outlook	45
General Fund.....	46
Transit Fund.....	48
Performing Arts Fund.....	50
Transportation Funds.....	52
Rio Salado and Community Facilities District (CFD) Funds.....	54
Enterprise Funds	56
Financial Action Plan	64

Revenue Information

Revenue Information Contents	67
Total Revenue	68
Total Revenue by Source	69
Components of Total Revenue	70
Comparative Operating Revenue by Major Source and Fund	71
General Governmental Revenue: Ten Year Historical Trends.....	74
Special Revenue: Ten Year Historical Trends	84
Enterprise Revenue: Ten Year Historical Trends.....	89

Performance Budget

Performance Budget Contents.....	93
Performance Budget Summary.....	94
Per Capita Performance Budget	95
Performance Benchmarking	96
City Organizational Chart.....	97

Performance Budget (continued)

Departments

Mayor and Council.....	98
City Manager	100
Internal Audit	101
Diversity Program	102
Community Relations	104
City Clerk	109
City Court	110
Human Resources	112
City Attorney	116
Financial Services	118
Information Technology	126
Development Services.....	130
Community Development	132
Police.....	138
Fire	144
Community Services.....	152
Parks and Recreation	158
Public Works.....	164
Water Utilities	178

Capital Improvements Budget

Capital Improvements Budget Contents	181
Capital Budget Overview	182
Relationship Between Operating and Capital Budgets	185
Projected Impact of Capital Improvements on Future Operating Budgets	188
Significant Non-Routine Capital Project Expenditures by Major Program.....	189
Capital Improvements Project Map.....	190
Capital Improvements Program Summary	191
Capital Improvements Program Source of Funds	192
Capital Budget Strategic Focus	193
Capital Improvements Program Changes in Fund Balances	194
Capital Budget and Debt Policy Statements	195
Legal Bonded Debt Limits.....	196
Long-Term Debt Summary	197
Capital Budget, Debt Service, and Property Tax Rate: Ten Year Historical Trends	198
Capital Improvements Program Project Listings and Descriptions	199

Schedules and Summaries

Schedules and Summaries Contents.....	227
Budget Resolution	228
Property Tax Ordinance.....	229
Budget Schedules.....	230
Budget Basis, Units, and Changes	236
Financial Structure and Organization.....	237
City Limits	238
Other Demographics.....	239
Personnel Summary	243
Personnel Schedules.....	244
Glossary of Terms	283
Index.....	290
Office of Management and Budget Staff	294



GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished
Budget Presentation
Award*

PRESENTED TO
**City of Tempe
Arizona**

Special Performance Measures Recognition

For the Fiscal Year Beginning

July 1, 2008

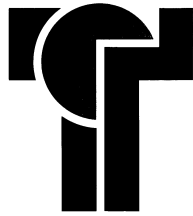
President

Executive Director

The Government Finance Officers Association of the United States and Canada (GFOA) presented an Award for Distinguished Budget Presentation to the City of Tempe for its fiscal year beginning July 1, 2008.

In order to receive this award, a governmental unit must publish a budget document that meets program criteria as a policy document, as an operations guide, as a financial plan and as a communications medium.

The award is valid for a period of one year only. We believe our current budget continues to conform to program requirements, and we are submitting it to GFOA to determine its eligibility for another award.



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Mission...

To work with each other and the community to make
Tempe the best place to live, work and play.

We Value...

People

We appreciate the talents of each person and encourage responsible decision making at the most appropriate level. We recognize the importance of personal and professional development.

Creativity

We encourage imaginative problem solving, innovation, resourcefulness and responsible risk taking.

Quality

We provide superior services and are committed to continuous improvement. We are attentive to the changing needs of the people we serve.

Integrity

We are honest, accountable and trustworthy.

Openness

We are accessible and work as a team by sharing information, ideas, resources and responsibility.

Respect

We welcome individual and professional differences and treat everyone with dignity, courtesy and sensitivity.

Diversity

We promote diversity in the workforce to meet the needs of a diverse community. We recognize that with diversity comes strength.



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Organizational Chart





June 24, 2009

To the Honorable Mayor and City Council:

Transmitted herein is the City of Tempe's Fiscal Year 2009-10 financial program. Due to broad based structural problems in the national and state economies combined with increasing operating costs, the City of Tempe (City) is faced with unprecedented financial challenges. The five-year financial forecast produced in the fall of 2008 projected a \$34.5 million General Fund deficit beginning in FY 2009-10 with continued projected future year deficits.

Addressing the Challenge

The City Council held a number of Special Budget meetings in addition to those normally required for adoption of the City budget. The meetings began with the development of a financial policy for long-term financial stability. The financial policy ultimately adopted by the City Council established the minimum and maximum General Fund reserve levels to be maintained over the course of the five-year financial planning horizon. In general, this policy horizon targets a reserve coverage ratio of 25% of General Fund revenue in developing the current year's budget, but allows for a range of 20% to 30% in future years due to the uncertainty of economic forecasts.

Due to years of consistently sound financial management, the City's General Fund unreserved fund balance is projected to be 34% of revenue at the end of FY 2008-09. This strong reserve provides flexibility for financial planning through the economic downturn. Monies from the General Fund unreserved balance are used to provide a 'soft landing' in the five-year plan for long term fiscal sustainability.

After establishing the policy, the Council focused its attention on developing a plan that achieved the new policy standard. The plan for fiscal stability is multi-year in nature, however, only the first year required formal Council action for implementation. The following pages provide detail on the first year of the financial program resulting from that process.

Budget Overview

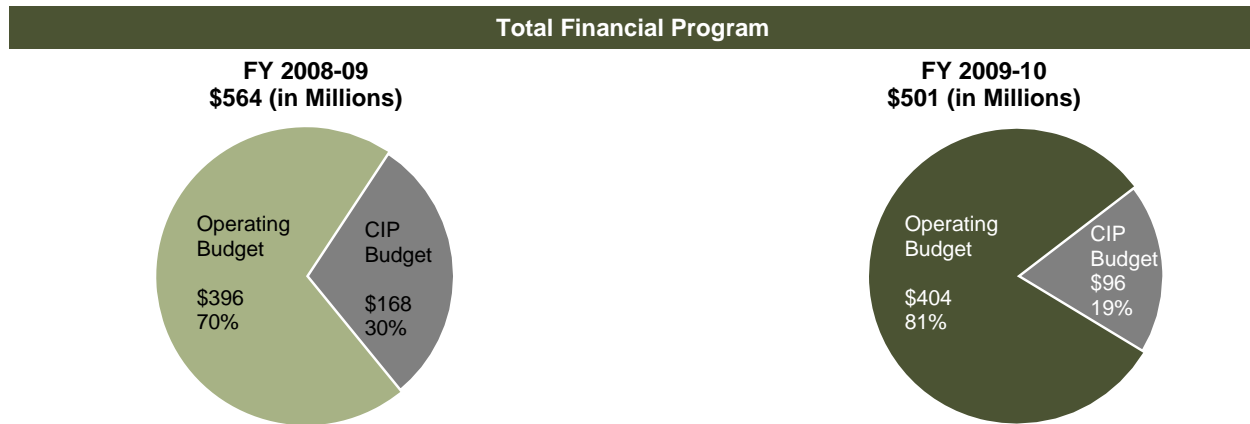
The financial program for FY 2009-10, which includes monies for both operating and capital purposes totals \$501 million. This amount represents a \$66.5 million or 11.3% decrease from the prior year. The decrease is entirely due to a reduced capital budget. As shown in the following table, capital spending is projected to decrease by \$71.7 million or 42.7% in the upcoming year. This decrease is attributed primarily to lower spending in the Transit and the Water/Wastewater programs due to completion of the light rail system and project progress at the Johnny G. Martinez Water Treatment Plant.

The City's Operating Budget increases by \$8.0 million or 2.0% in FY 2009-10. This growth is due to the net effect of a number of General Fund budget reductions offset by increases in select other funds. It is noteworthy that the FY 2009-10 budget provides for partial funding of the annual required contribution for current and future retiree health care benefits and does not include layoffs. Additionally, the budget contains \$5.8 million of prior year encumbrances that were formally reappropriated in FY 2009-10. After adjusting for the impact of these carry forward appropriations, actual operating budget growth is 0.5%, or \$2.1 million.

FINANCIAL PROGRAM SUMMARY

Total Financial Program		
	FY 2008-09 Budget	FY 2009-10 Budget
Operating Budget		
Percent Change	\$396,439,483	\$404,424,453 2.0%
Capital Improvements		
Percent Change	\$168,033,325	\$96,310,568 (42.7%)
Total Financial Program		
Percent Change	\$564,472,808	\$500,735,021 (11.3%)

The graphs below illustrate that the decrease in the size of the Total Financial Program from FY 2008-09 to FY 2009-10 is due solely to a decrease in the size of the Capital Budget, rather than the Operating Budget, which experienced relatively flat growth between the two years.



OPERATING BUDGET

The following table presents a summary breakdown of the operating budget by fund.

Operating Budget Summary			
	FY 2008-09 Budget	FY 2009-10 Budget	Percent Change
General Fund	\$186,327,945	\$185,892,521	(0.2%)
Special Revenue Funds			
Transportation	11,119,454	15,008,850	34.9%
Transit	64,370,597	68,825,439	6.9%
Rio Salado	2,467,828	2,444,592	(0.9%)
Performing Arts	8,965,354	9,104,528	1.6%
CDBG/Section 8	11,026,195	12,146,823	10.2%
Debt Service Fund	23,180,569	19,875,542	(14.3%)
Enterprise Funds			
Water/Wastewater	71,242,018	72,489,753	1.8%
Solid Waste	15,245,709	16,081,601	5.5%
Golf	2,108,511	2,178,060	3.3%
Cemetery	385,303	376,744	(2.2%)
Total Operating Budget	\$396,439,483	\$404,424,453	2.0%
Capital Improvements	168,033,325	96,310,568	(42.7%)
Total Financial Plan	\$564,472,808	\$500,735,021	(11.3%)

Operating Budget Highlights

The following are the major policy decisions contained in the recommended budget:

- Freeze employee compensation and benefits at FY 2008-09 levels resulting in an estimated \$4.2 million savings
- Include other benefit changes resulting in approximately \$1.7 million in savings
- Eliminate 48.75 vacant positions, resulting in \$3.5 million in savings
- Shift positions to other funding sources including state and federal grants, resulting in \$2.3 million in General Fund savings
- Include approximately \$2.3 million in additional revenues

- Eliminate the General Fund contingency appropriation, resulting in \$3.2 million in savings
- Reduce departmental non-personnel operating budgets by \$3.0 million
- Use \$22.6 million of General Fund balances on a non-recurring basis.
- Fund a portion of retiree health care appropriations for current and future retirees
- Provide for a full year of light rail operating costs
- Eliminate an additional 72 positions in FY 2010-11

After application of the above policy changes, the General Fund reserve is projected to equal 21% of revenues as of June 30, 2010, which is within the policy range.

CAPITAL BUDGET

The City's five-year Capital Improvements Program (CIP) covering FY 2009-10 through FY 2013-14 totals \$357.4 million. The first year of the five-year CIP, which is formally adopted by the City Council, totals \$96.3 million for FY 2009-10. In a November 2008 special bond election, Tempe residents approved an additional \$241.3 million of additional general obligation (G.O.) bonding authority for planned capital improvements. This authority is incorporated in the new five year CIP and allows the City to continue to invest in the maintenance and improvement of essential public infrastructure that will enhance residents' quality of life for both current and future generations.

Capital Improvements Program Budget						
	2009-10 Funded Program	2010-11	2011-12	2012-13	2013-14	Total Five-Year Program
Enterprise Program						
Water	\$31,436,147	\$24,706,561	\$12,572,001	\$7,374,000	\$9,285,000	\$85,373,709
Wastewater	13,350,000	13,680,350	18,566,700	31,755,250	14,546,500	91,898,800
Total Enterprise	44,786,147	38,386,911	31,138,701	39,129,250	23,831,500	177,272,509
Special Purpose Program						
Transit	9,750,000	245,000	2,554,343	1,319,000	1,393,240	15,261,583
Rio Salado	3,225,500	714,500	100,000	8,327,664	18,700,000	31,067,664
Total Special Purpose	12,975,500	959,500	2,654,343	9,646,664	20,093,240	46,329,247
General Purpose Program						
Police	2,428,800	1,417,000	1,282,000	1,315,174	1,315,174	7,758,148
Fire	9,023,863	456,246	7,670,671	0	0	17,150,780
Storm Drains	275,000	275,000	300,000	300,000	350,000	1,500,000
Park Improvements	8,944,875	5,721,750	9,967,500	8,372,000	9,266,000	42,272,125
Community Relations	250,000	250,000	250,000	250,000	250,000	1,250,000
Community Services	4,016,694	501,319	336,930	404,483	0	5,259,426
Development Services	115,000	0	0	0	252,247	367,247
Information Technology	348,000	241,000	638,000	166,000	0	1,393,000
Public Works	901,000	801,000	801,000	801,000	801,000	4,105,000
Water Utilities	275,000	275,000	275,000	275,000	275,000	1,375,000
Total General Purpose	26,578,232	9,938,315	21,521,101	11,883,657	12,509,421	82,430,726
Transportation Program						
Transportation and R.O.W.	9,805,341	7,496,590	8,041,912	7,981,239	8,437,465	41,762,547
Traffic Signals/Street Lighting	2,165,348	2,074,319	1,675,000	2,021,469	1,675,000	9,611,136
Total Transportation	11,970,689	9,570,909	9,716,912	10,002,708	10,112,465	51,373,683
Total General/Transportation	38,548,921	19,509,225	31,238,014	21,886,365	22,621,886	133,804,411
TOTAL PROGRAM	\$96,310,568	\$58,855,636	\$65,031,058	\$70,662,279	\$66,546,626	\$357,406,167

Capital Budget Highlights

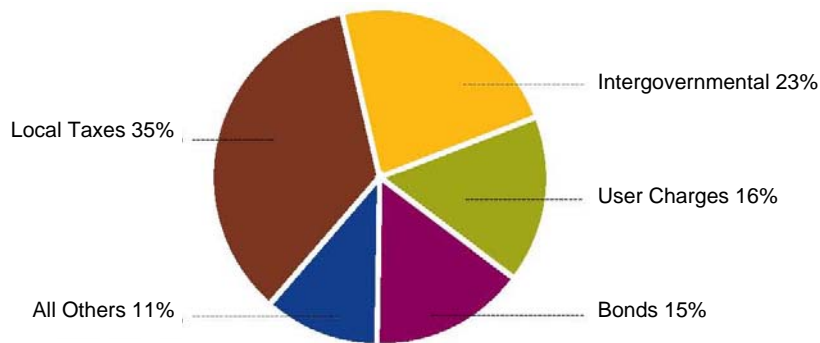
The Capital Budget for FY 2009-10 largely consists of projects that are ongoing in nature. Due to the impact of the economy on future revenue sources, the five-year CIP contains very few new projects. Instances of new project funding occur primarily in programs with a specialized funding source. The following are some highlights of the Capital Budget:

- New and continued funding for the Transit program (\$9.8 million) including federal grants for the upgrade and expansion of the East Valley Bus Operations facility (\$6.5 million)
- Continued funding for Water projects (\$31.4 million) including General Obligation bonds for water treatment upgrades at the Johnny G. Martinez Water Treatment Plant (\$12 million), and enhancements to the South Tempe Water Treatment Plant (\$7.3 million)
- Continued funding for Wastewater projects (\$13.4 million) including General Obligation bonds for ongoing modifications to the 91st Avenue Wastewater Treatment Plant (\$12.5 million)
- Continued funding for Transportation Improvements (\$12 million) including General Obligation bonds for arterial and residential street surface treatments (\$3.7 million)
- Continued funding for Parks and Recreation Improvements (\$8.9 million) including General Obligation bonds for park renovation and restoration (\$6.3 million)
- Continued funding for Fire projects (\$8.9 million) including General Obligation bonds for a new Support Services facility (\$7.7 million)
- Continued General Obligation bond funding for the Tempe Public Library renovation (\$3.5 million)
- New outside revenue funding for the Tempe Town Lake rubber dam replacement (\$3 million)

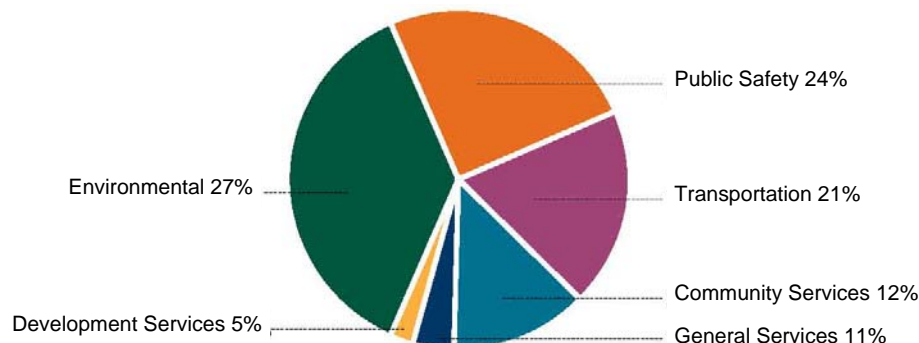
Income/Outgo

The following pie charts represent the City's income and outgo. Revenues are grouped by major category, while expenditures are shown by program area and by type of expenditure (such as personal services). Local taxes (e.g., city sales tax and property tax) continue to be the largest City revenue sources, representing 31% of the FY 2009-10 total revenue budget. Other major revenue sources include bond proceeds, user charges (such as water service and solid waste fees) and intergovernmental revenue.

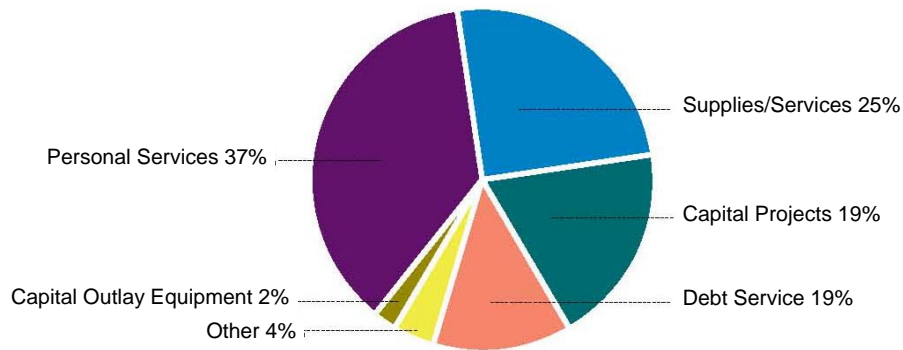
Where the Money Comes From by Source of Funds



Where the Money Goes by Type of Program



Where the Money Goes by Line Item Category



The pie charts show a breakdown of City expenditures and where the money is spent by program. Environmental and Public Safety represent the greatest areas of program appropriation, accounting for 51% of the total financial program in 2009-10.

The final chart depicts appropriations by expenditure type. Personal Services (salaries, wages and benefits) and Supplies/Services represent the largest portions of the total financial program.

FINANCIAL ASSESSMENT

Tempe has developed and maintained a strong financial position through conservative financial management and adherence to sound fiscal analysis and policies.

Long-Range Financial Capacity Study

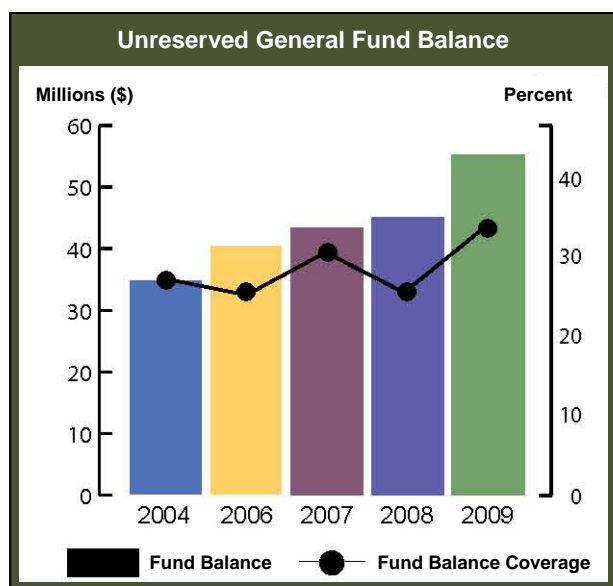
To provide a framework for gauging the financial sustainability of resource allocation decisions, five year financial plans are generated for each of the City's operating funds on an annual basis. Each forecast is produced from a baseline perspective that portrays the projected operating margin for each fund assuming current service levels. Assumptions about future revenue and expenditure growth variables are researched from external and internal sources and incorporated into the forecast models. The resulting models provide a five-year projection of the ending balance for each fund, which in conjunction with the relevant fund balance policy, provides a starting point for operating budget development.

Fund Balances

One measure of a city's financial strength is the level of its fund balances. The City's estimated unreserved fund balance in the General Fund will approximate \$56 million as of June 30, 2009. The increase from 2008 to 2009 is due to the consolidation of unreserved and reserved funds. This balance represents 34% of FY 2008-09 total General Fund revenue. Our recommended guideline for General Fund fund balance coverage ranges between 20-30% of General Fund revenue. The City's Water/Wastewater fund has a fund balance of \$44.2 million, while the remaining Enterprise funds (Golf, Solid Waste, and Cemetery programs) will have a combined fund balance of approximately \$3.7 million as of June 30, 2009.

Financial Reserves

Another indicator of a city's financial strength is the level of its financial reserves. The City has established financial reserves to absorb unforeseen liabilities. The City currently has self-insurance reserves



totaling \$8.8 million to protect the City against potential claims. Included in various funds (Water/Wastewater, Rio Salado and Transit) of the annual operating budget and financed from current revenues is \$1.5 million of contingency funding for unanticipated emergencies. The General Fund's contingency appropriation is suspended due to the downturn in the economy.

Debt Management Plan

In addition to the management of existing debt and associated reserves, the City also forecasts future debt within a framework of policy priorities and financial capacity. Current and anticipated capital improvement objectives, available operating revenue, tax base fluctuations, and reserve levels are all evaluated on an ongoing basis to estimate the extent to which the City may issue additional tax supported debt. This active debt management aids in the development of a sustainable debt portfolio and is a key financial practice contributing to the maintenance of the City's favorable bond ratings.

Bond Ratings

The City's bond ratings are further evidence of its financial strength. Tempe's general obligation bonds are currently rated AAA by Fitch and Standard & Poor's and Aa1 by Moody's. Having solid financial policies, prudent financial management practices and strong financial reserves are principle reasons for these excellent bond ratings. These high ratings translate directly into lower interest rates on the City's debt.

Bond Ratings	
Fitch	AAA
Standard & Poor's	AAA
Moody's	Aa1

Development Activity

The city of Tempe is near the center of the Phoenix-Mesa metropolitan area. As such, the city shares boundaries with four other cities, which limits geographical expansion. As a 'land-locked' city, Tempe's development profile is different from its neighbors. Higher density and in-fill development/redevelopment is predominant. As a result, Tempe didn't experience as large an increase in single family housing valuations during the recent housing boom as did some parts of the metropolitan area.

Conversely, Tempe has not experienced as drastic a valuation decline in the ensuing regional housing market crash. Since the peak in the second quarter of 2006, median existing home prices have declined by 47% in Maricopa County, while the decrease in Tempe was 34% during the same period, according to data from the Arizona State University Realty Studies.

Tempe also compares favorably with neighboring cities in terms of overall economic development. The industrial/flex property vacancy rate in Tempe for the prior fiscal year was 11%, compared to a valley-wide rate of 14%. Similarly, office vacancies for Tempe were 17%, compared to 20% for the valley. Finally retail vacancies were 9% and 11% for Tempe and the valley, respectively.

Significant new private construction projects that were completed in the past fiscal year include:

- Aloft hotel next to Tempe Town Lake, with 100 new hotel rooms
- Lakes Towne Center in central Tempe, with over 200,000 square feet of new retail space including a Lowe's home improvement store
- The Enclave on Priest, with 112,000 square feet of new office space
- CVS pharmacy in the downtown area

City staff facilitated the retention/expansion of over 10 businesses which employ over 500 people and are a vital part to the local economy. In addition, staff facilitated the addition of 15 new businesses, including health care providers, engineering firms, telecommunication providers, and business services firms. These new business helped add over 1,000 new jobs and \$20 million in capital investment to the local economy.

MAJOR POLICY CONSIDERATIONS

Appropriation choices were made within the context of the City's Strategic Issues, Council Budget Policy Direction and long-range financial plans.

Strategic Issues

The City Council updates its strategic issues, goals and objectives on an annual basis to provide more long-range focus to resource allocation choices. The strategic issues, goals and objectives are aligned to current Council and community committees as follows:

- Community Sustainability
- Education Partnerships
- Housing
- Mill and Lake District
- Neighborhood Parks Rehabilitation and Maintenance
- Quality of Life
- Sports, Recreation, Arts and Cultural Development
- Technology, Economic and Community Development
- Transportation

The goal of each committee is to delineate long-range goals, formulate a cohesive strategy for each of the defined areas, and develop action plans to advance the city toward those strategic goals. Where relevant, departmental goals and objectives are linked to the City Council's Strategic Issues.

Council Budget Policy Direction

The following budget policy direction is incorporated within the assumptions of the Comprehensive Financial Plan.

- Avoid layoffs
- Maintain existing service levels to the extent possible
- Manage financial reserves at sustainable levels
- Maximize organizational efficiencies
- Adjust fees to recover City costs

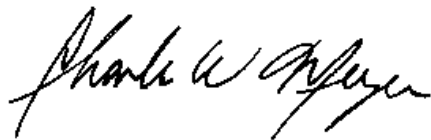
CONCLUSION

Though the economy is currently experiencing financial challenges, we expect conditions to improve over the long-term. Through sound management of current resources and continued focus on long-range financial planning, the City will adapt to the current situation and be on a strong foundation for the future.

The following proposed budget is committed to Council's policy of preserving Tempe's quality of life and solid financial position by maintaining sufficient fund balances and reserves, achieving a balanced budget, and making decisions within the context of our long-range financial capacity study and debt management plan.

With final budget adoption, I want to thank the Mayor and City Council, residents of Tempe and City staff for their time and effort throughout this budget process.

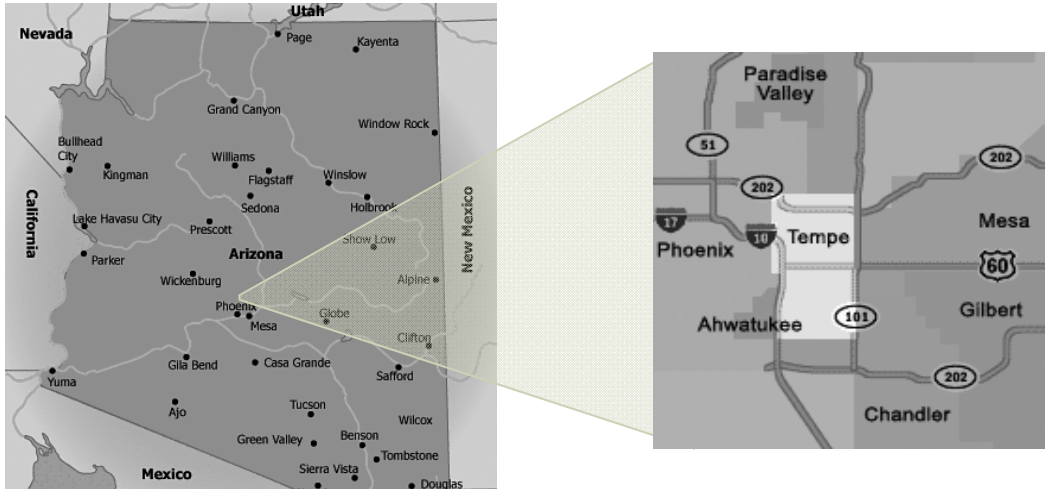
Respectfully submitted,



Charles W. Meyer
City Manager

TEMPE COMMUNITY PROFILE

Where is Tempe, Arizona?



Date of Incorporation - November 26, 1894

Date Charter Adopted - October 19, 1964

Form of Government - Council - Manager

A Brief History of Tempe

Following the establishment of Fort McDowell on the eastern edge of central Arizona's Salt River Valley in 1865, enterprising farmers moved into the area. They dug out the irrigation canals left by the prehistoric Hohokam people and built new ones to carry Salt River water to their fields. Valley farms soon supplied food to Arizona's military posts and mining towns.

The first settlers to move to the Tempe area, south of the Salt River and east of Phoenix, were Hispanic families from southern Arizona. They helped construct the first two irrigation canals, the Kirkland-McKinney Ditch and the San Francisco Canal, and started small farms to the east and west of a large butte (Tempe Butte). In 1872, some of these Mexican settlers founded a town called San Pablo east of Tempe Butte.

Another settlement, known as Hayden's Ferry, developed west of Tempe Butte. Charles Trumbull Hayden, owner of a mercantile and freighting business in Tucson, homesteaded this location in 1870. Within a few years, he had built a store and flourmill, warehouses and blacksmith shops, and a ferry. This community became the trade center for the south side of the Salt River Valley.

Both settlements grew quickly and soon formed one community. The town was named Tempe in 1879. "Lord" Darrell Duppa, an Englishman who helped establish Phoenix, is credited with suggesting the name. The sight of the butte and the wide river, and the nearby expanse of green fields, reminded him of the Vale of Tempe in ancient Greece.



As more farmers came to settle in the Valley and started raising alfalfa and grains for feeding livestock, the Tempe Irrigating Canal Company provided all of necessary water. With a network of canals that extended several miles south of the river, irrigation water was carried to more than 20,000 acres of prime farmland. Crops of wheat, barley, and oats ensured a steady business for the Hayden Mill. The milled flour was hauled to forts and other settlements throughout the territory. By the 1890s, some farmers started growing new cash crops such as dates and citrus fruits.

In 1885, the Arizona legislature selected Tempe as the site for the Territorial Normal School, which trained teachers for Arizona's schools. Soon, other changes in Tempe promoted the development of the small farming community. The Maricopa and Phoenix Railroad, built in 1887, crossed the Salt River at Tempe, linking the town to the nation's growing transportation system. The Tempe Land and Improvement Company was formed to sell lots in the booming town. Tempe became one of the most important business and shipping centers for the surrounding agricultural area.

The completion of Roosevelt Dam in 1911 guaranteed enough water to meet the growing needs of Valley farmers. On his way to dedicate the dam, former President Theodore Roosevelt applauded the accomplishments of the people of central Arizona and predicted that their towns would grow to become prosperous cities. Less than a year later, Arizona became the 48th state, and the Salt River Valley was well on its way to becoming the new population center of the Southwest.

Tempe was a small agricultural community through most of its history. After World War II, Tempe began growing at a rapid rate as veterans and others moved to the city. The last of the local farms quickly disappeared. Through annexation, the city reached its current boundaries by 1974. Tempe had grown into a modern city. The town's small teachers college had also grown, and in 1958, the institution became Arizona State University.

Tempe's commercial center along Mill Avenue declined during these years. Prompted by Tempe's centennial in 1971, Mill Avenue was revitalized into an entertainment and shopping district that attracts people from throughout the Valley. Currently, Tempe is the eighth largest city of the State, with a strong modern economy based on commerce, tourism, and electronics manufacturing.

Government and Organization

The City operates under a council-manager form of government. The Mayor is elected for four years and six council members are elected at large on a non-partisan ballot for staggered four-year terms. The City Council appoints the City Manager who has full responsibility for carrying out Council policies and administering City operations. The City Manager appoints City department heads as specified in the City's Charter.

Job Growth

- Workforce age 16+: 91,300 Tempe residents
- Tempe Management/Executive positions: 36%



Quality of Life

Special Events

More than 150 special events throughout the City annually. Tempe Music Festival brings a weekend of world-renowned acts to Tempe Town Lake.

Spring and Fall Festival of the Arts

juried outdoor art shows with more than 300 artists and 300,000 art lovers

Insight Bowl and Block Party

150,000 people come for football and New Year's Eve revelry

Industry	# of Tempe Residents Employed
Professional, Scientific, and Information Services	11,000
Construction	6,254
Manufacturing	7,536
Retail Trade	11,100
Transportation, Warehousing, Utilities and Wholesale	6,600
Finance and Insurance, and Real Estate and Rental and Leasing	9,000
Education and Health Care	19,665
Arts, Tourism and Hospitality	17,750
Public Administration	15,750
Business Owners	4,129

New Times 10K

state's largest 10K with 12,000 running along Tempe Town Lake and Mill Avenue

Fourth of July

largest celebration in the state; fireworks over Tempe Town Lake draw 100,000 plus

Sports

Tempe Diablo Stadium

Spring Training Baseball home for Anaheim Angels Sun Devil Football and other Arizona State University sports. Minutes away from Phoenix Suns Basketball, Diamondbacks Baseball, Phoenix Coyotes Hockey and Cardinals Football, Ironman Arizona, PF Chang Rock-N-Roll Marathon and many other pro-am sporting events



Parks and Golf Courses

50 parks and sports complexes in 40 square miles, 1,550 acres of park and open space.

Papago Park is one of the nation's largest natural parks. Town Lake offers five miles of water recreation and park land in Tempe's downtown.

Four golf courses, including ASU Karsten, a Pete Dye championship course

Two municipal golf courses

Rounds of Play:

Ken McDonald 69,996

Rolling Hills 56,513

Entertainment and Culture

Tempe Center for the Arts

*concerts, plays, gallery shows and special events
Edna Vihel Cultural Center for community art classes
Tempe Improv for nationally known comedians*

Tempe Historical Museum, Arizona Historical Museum, Pederson House Museum

offer examples of life in Tempe and around the state

Nelson Fine Arts Center, Ceramics Research Center, Mars Space Flight Facility and Center for Meteorite Studies

are among the 30 galleries and museums at ASU

Marquee Theatre

for popular concerts and new music

ASU Gammage

offers Broadway shows and famous speakers



Shopping

Tempe Marketplace

175 shops and restaurants with free live music on Weekends

Mill Avenue District

*historic Mill Avenue offers authentic urban experiences with shops **and** restaurants*

Arizona Mills Mall

indoor outlet mall with 175 stores and restaurants, including IMAX and Gameworlds

Emerald Center Shops and IKEA

home furnishings-based retail corridor

Transportation Network

Freeways

Six freeways connect Tempe including Loop 202, Loop 101, Interstate 10, I-143, I-153 and US 60. More than 1.1 million cars use Tempe's freeways daily according to the Maricopa Association of Governments.

Bus Service

Lines run every day, with 15-minute, peak-period service

Most routes run until 1 a.m. Monday through Saturday, and until 10 p.m. Sunday bus service connects with routes in Mesa, Chandler, Scottsdale and Phoenix

Free Orbit system uses mini buses to serve residential areas and connect them to shopping centers, major bus routes, schools and businesses



Light Rail

20-mile line connects Tempe to downtown Phoenix and west Mesa. Light rail bridge over Town Lake displays a colorful LCD light show when trains cross. Nine Tempe stops include ASU, business districts, Mill Avenue District, Tempe Town Lake, Apache Boulevard and Papago Park Center.

Bus service connects to light rail stations and creates a seamless valley-wide transit system.

Bicycling

Named a Bicycle Friendly Community by the League of American Bicyclists. More than 150 miles of bike paths in Tempe.



Education

Primary and Secondary Education

- 7 public high schools
- 4 public middle schools
- 18 public elementary schools

Tempe schools have among the state's best test scores. Private school opportunities exist with Tempe Preparatory Academy and a variety of parochial and charter schools.

Arizona State University

Tempe is home to the main campus of Arizona State University. There are approximately 53,000 students and 10,336 employees. Bachelors, Masters and Ph.D. programs available.

Areas of specialty include:

Barrett Honors College, College of Design, College of Education, Ira A. Fulton School of Engineering, College of Law, College of Liberal Arts and Sciences, College of Nursing, College of Public Programs, Division of Undergraduate Academic Services (DUAS), Herberger College of Fine Arts, and the W.P. Carey School of Business.

Demographics of Tempe

Population 170,000

With Bachelor's Degree or higher 38.4%

With Master's Degree 17%

Median Age 28.1

Median Income (age 25+) \$60,800

Average Home Value \$270,000



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Budget Policies.....	14
Fund Summary.....	18
Total Financial Program.....	19
Financial Program Summary	20
Financial Program Summary for Revenues and Expenditures/Expenses	21
Budget Process Flowchart.....	22
Budget Process Summary	23
Components of Total Financial Program.....	25
General Governmental and Enterprise Funds: Ten Year Fund Balance Trends	26
Citywide Overview	29
Strategic Issues: Management/Budgeting.....	30
Council Committees and Strategic Issues	31
Program Budget at a Glance.....	33
Per Capita Expenditures by Program	34
Program by Fund Summary.....	35
Program by Department Summary.....	36
Residential Cost of Service.....	37
Personnel Summary: Ten Year History	38

Budget Policies



The budgetary policies specified below provide a general framework of goals and objectives for the operating budget, debt management, financial reserves, financial reporting and the capital budget. Strong policies provide a standard against which current budgetary performance can be measured and proposals for future programs evaluated.

Operating Budget Policies

Current revenue will be sufficient to support current operating expenditures.

- **Status:** *FY 2009-10 estimated General Fund operating revenue (\$163.2 million) to expenditures (\$185.9 million) Ratio 88%*

Financial systems will be maintained to monitor expenditures, revenue and program performance on an ongoing basis.

- **Status:** *Ongoing monitoring system with monthly reviews including automated payment and purchase requisition system*

Revenue and expenditures will be projected for the next five years and will be updated annually.

- **Status:** *Projections completed in Comprehensive Financial Plan (2009 Update)*

Debt Management Policies

Long-term debt will not be issued to finance current operations.

- **Status:** *None issued to finance current operations*

Debt Service Reserve will be maintained at a minimum of 8% of total outstanding general governmental debt.

- **Status:** *FY 2009-10 14.6%*

Capital projects financed through the issuance of bonds will be financed for a period not to exceed the expected useful life of the project.

- **Status:** *The following debt issues are planned for FY 2009-10 with a 20 year debt amortization period: \$11.4 million for police and fire projects; \$11.1 million for transportation projects; \$10.8 million for parks, community services, and facility rehabilitation projects; \$37.9 million for water and wastewater projects*

Capital Budget Policies

As required by City Charter, a five-year capital improvements program will be developed and updated annually, including anticipated funding sources.

- **Status:** *FY 2009-10 Annual CIP budget of \$96.3 million adopted representing the first year of a 5-year, \$357.4 million CIP program*

The City will coordinate development of the capital improvements budget with development of the operating budget. Future operating costs associated with new capital improvements will be projected and included in operating budget forecasts.

- **Status:** *FY 2009-10 operating and maintenance impact of new capital projects is estimated at \$460,000*

The City will maintain all its physical assets at a level adequate to protect its capital investment and to minimize future maintenance and replacement costs.

- **Status:** *Aggressive capital maintenance program approved in Capital Improvements Program budget, including City facilities rehabilitation, local and major street reconstruction, and neighborhood park improvements*



The City will establish an appropriate mix of bonded debt and pay-as-you-go financing in the funding of capital projects.

- **Status:**

Sources of Funds	
(\$ Millions)	FY 2009-10
General Obligation/Excise Tax Bonds	\$71.5
Outside Revenue	15.3
Capital Projects Fund Balance	6.6
Pay-As-You-Go Financing	.9
Total Sources of Funds	\$96.3

Financial Reserve Policies

The City will continue its healthy financial reserve position. Unreserved fund balance coverage for the General Fund will maintain a range of 20% to 30% of General Fund revenue.

- **Status:**

Unreserved Fund Balance FYE 08	Revenue FY 2007-08	Unreserved Fund Balance Coverage
\$44.6 M	\$178.0 M	25.1%
Estimated Unreserved Fund Balance FYE 09	Revenue FY 2008-09	Unreserved Fund Balance Coverage
\$56.2 M	\$164.0 M	34.3%
Estimated Unreserved Fund Balance FYE 10	Revenue FY 2009-10	Unreserved Fund Balance Coverage
\$33.6 M	\$163.2 M	20.6%



The City will maintain an unreserved fund balance of no less than 12 months of anticipated revenue in the Water/Wastewater Fund, and a minimum of 10% and 15% of anticipated revenue in the Solid Waste and Golf funds, respectively.

- **Status:**

	Unreserved Fund Balance FYE 08	Revenue FY 2007-08	Unreserved Fund Balance Coverage	Days Coverage
Water/Wastewater	\$50.6 M	\$53.7 M	94.3%	344
Solid Waste	\$3.9 M	\$15.1 M	25.9%	95
Golf	\$0.2 M	\$2.0 M	10.0%	37

	Estimated Unreserved Fund Balance FYE 09	Revenue FY 2008-09	Unreserved Fund Balance Coverage	Days Coverage
Water/Wastewater	\$44.2 M	\$55.4 M	79.8%	291
Solid Waste	\$4.2 M	\$15.0 M	28.0%	102
Golf	\$0.1 M	\$2.0 M	5.0%	18

	Estimated Unreserved Fund Balance FYE 10	Revenue FY 2009-10	Unreserved Fund Balance Coverage	Days Coverage
Water/Wastewater	\$32.9 M	\$61.8 M	53.3%	195
Solid Waste	\$4.0 M	\$15.0 M	26.7%	97
Golf	(\$0.06) M	\$2.1 M	(0.3%)	0

The Water/Wastewater Unrestricted Fund Balance is projected to fall below the policy goal due to a planned drawdown of retained earnings to finance pay-as-you-go capital improvements projects, and to facilitate the phasing in of new user rate increase which began in 2008. As new rates are phased in, the need to use retained earnings will be eliminated, and the fund balance will gradually build back to a level which will comply with financial policy.

Self-insurance reserves shall be maintained at a level which, together with purchased insurance policies, adequately indemnify the City's assets.

- **Status:** *FY 2009-10 \$8.8 million in self-insurance reserves*

Financial Reporting Policies

The City's accounting and financial reporting systems will be maintained in conformance with current accepted principles and standards of the Governmental Accounting Standards Board (GASB) and the Government Finance Officers Association (GFOA).

- **Status:** *GFOA Certificate of Achievement for Excellence in Financial Reporting and GFOA Distinguished Budget Presentation Award with Special Performance Measures Recognition*

Full disclosure will be provided in the general financial statements and bond presentations.

- **Status:** *Notes to the financial statements and official bond statement provide full disclosure*

An annual audit will be performed by an independent public accounting firm with the subsequent issue of an official annual financial statement.

- **Status:** *Unqualified independent audit report*



Financial Stability

Several steps were taken to ensure our continued financial stability. These recommendations, listed under the Financial Action Plan in the Comprehensive Financial Plan, include the following steps:

- Prepared the **Long-Range Forecast** for all funds projecting revenue and expenditures over the next five years.
- Developed **Financial Policy** for long-term financial stability; policy established minimum and maximum General Fund reserve levels to be maintained over the course of the five-year financial planning horizon.
- Provide partial funding of the annual required contribution for **Other Post Employment Benefits (OPEB)**.
- Building on the **Benchmarking Program**, incorporating recommended benchmarks from the Governmental Accounting Standards Board Service Efforts and Accomplishments Reporting program, International City/County Management Association Performance Measures, and citywide internal and external benchmarking programs to assist in public accountability and continuous improvement in the efficiency, quality, and outcomes of work processes and services.
- Continue citywide **Competitive Analyses** to evaluate and improve service delivery while enhancing accountability to the residents.
- **Strategic Issues Program** implemented to identify and prioritize key strategic issues, leading to incorporation of recommended corresponding strategies and goals into the budget process.
- Continue **Financial Policy Implementation and Monitoring**.
- **Expenditure Control** will be directed at slowing growth by means of citywide line item reviews, modified base budget approach, and program sunseting.
- **Limit Midyear Adjustments** which circumvent the normal budget process and pose a risk to careful long-range financial planning.
- Continue efforts in coalition with the League of Arizona Cities and Towns to help **Protect State Shared Revenue** from legislative changes at the state level.
- **Review Benefits Program** to explore such options as increasing deductibles, requiring greater participant contributions and/or modifying our benefits cafeteria programs.

Council Budget Tenets

- Continue the modified base budget implemented at the start of the budget process, incorporating historical spending patterns, program cost adjustments, and long-range forecasts in the preparation of budget allocation targets, thereby limiting the rate of budgetary growth.
- Continue to evaluate our self-supporting enterprise operations on an annual basis for rate changes.
- Continue to re-examine current programs, re-engineering processes and evaluate the competitiveness of City services as necessary.
- Continue to identify and address Council's strategic issues.
- Continue periodic budget reviews with the City Council.
- Continue examination of current programs by each department for potential sunseting opportunities.

Fund Summary



Impact of budget decisions on the City's financial position:

The table below gives the estimated Operating and Capital Improvement unreserved fund balances for the 2009-10 fiscal year. Beginning balances total \$173.4 million and the ending fund balances are estimated at \$141.4 million. The decreases in fund balances reflect planned drawdowns to address projected budget shortfalls between revenues and expenditures resulting from the economic downturn.

The General Fund will drawdown \$22.6 million in fund balance reserves to bridge the gap. The use of fund balances in the Special Revenue funds (HURF, Rio Salado and Performing Arts) will be applied to assist the operating funds that have also been negatively impacted due to the economy. The Cemetery and Golf funds have presented significant financial challenges, requiring special attention to attain long-term financial sustainability.

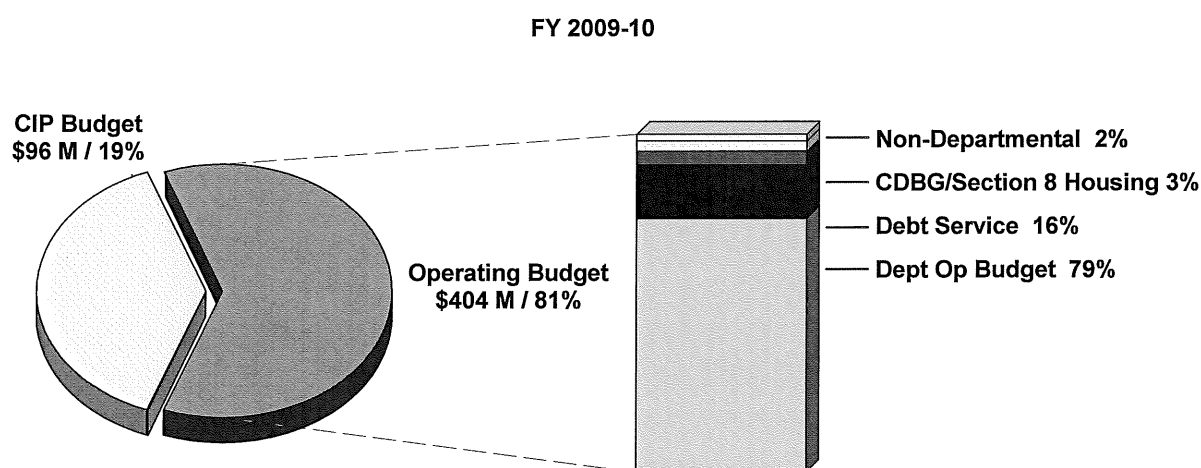
The drawdown of fund balance for the operation of the Water/Wastewater Program is consistent with the financial plan and include expenses for debt, capital outlay, and mandatory environmental compliance.

FY 2009-10								
Fund	Estimated Fund Balance 6/30/09	Revenue	Total Financial Resources	Budgeted Expenditures	Adjusted Financial Resources	Interfund Transfer In	Transfer (Out)	Estimated Fund Balance 6/30/10
General	\$56,207,289	\$163,249,814	\$219,457,103	\$185,892,521	\$33,564,582			\$33,564,582
Special Revenue:								
HURF/LTAF	11,860,651	11,707,410	23,568,061	15,008,850	10,659,211			10,659,211
CDBG/Section 8		12,146,823	12,146,823	12,146,823				0
Rio Salado	651,268	2,018,601	2,669,869	2,444,592	225,277			225,277
Performing Arts	7,867,669	6,831,077	14,698,746	9,104,528	5,594,218			5,594,218
Transit	645,634	76,193,889	76,839,523	68,825,439	8,014,084		(460,720)	7,553,364
Debt Service	37,522,449	28,147,909	65,670,358	19,875,542	45,794,816			45,794,816
Enterprise:								
Cemetery	(675,288)	147,186	(528,102)	376,744	(904,846)			(904,846)
Golf	117,725	2,001,283	2,119,008	2,178,060	(59,052)			(59,052)
Solid Waste	4,243,806	15,828,588	20,072,394	16,081,601	3,990,793			3,990,793
Water Utilities	44,228,021	61,572,480	105,800,501	72,489,753	33,310,748		(447,861)	32,862,887
TOTAL OPERATING	162,669,224	379,845,060	542,514,284	404,424,453	138,089,831	0	(908,581)	139,281,250
Capital Improvements	10,755,516	86,784,987	97,540,503	96,310,568	1,229,935	908,581		2,138,516
TOTAL FUNDS	\$173,424,740	\$466,630,047	\$640,054,787	\$500,735,021	\$139,319,766	\$908,581	\$(908,581)	\$141,419,766

Total Financial Program



The Total Financial Program adopted for FY 2009-10 is \$501 million, representing an 11% decrease from the FY 2008-09 Total Financial Program. The FY 2009-10 amount includes an Operating Budget of \$404 million and a \$96 million Capital Budget. The minimal operating budget growth of 2% in FY 2009-10 is related to the net effect of increases in select funds offsetting a number of General Fund reductions, including reductions in staffing levels, reduced base budget appropriations, reorganization of city departments, suspension of employee compensation adjustments and other reductions. The 43.0% decrease in the Capital Budget is largely attributed to lower spending in the Transit and Water/Wastewater programs due to completion of the light rail system and project progress at the Johnny G. Martinez Water Treatment Plant.



Total Financial Program		
	FY 2008-09	FY 2009-10
OPERATING BUDGET		
Departmental Operating Budget	\$302,871,661	\$316,918,110
Debt Service	72,100,332	65,918,781
Non-Departmental	7,605,859	9,440,739
CDBG/Section 8 Housing	11,026,195	12,146,823
TOTAL OPERATING BUDGET	\$396,439,483	\$404,424,453
TOTAL CAPITAL BUDGET	\$168,033,325	\$96,310,568
TOTAL FINANCIAL PROGRAM	\$564,472,808	\$500,735,021

Financial Program Summary



The following table summarizes the revenues and expenditures for the City's Financial Program.

	General Governmental	Special Revenue	Enterprise	Capital Budget	Total Financial Program
Revenues:					
Local Taxes, Licenses & Permits	\$123,463,676				\$123,463,676
Intergovernmental	40,990,655				40,990,655
Charges for Service	10,645,611				10,645,611
Fines and Forfeitures	9,880,662				9,880,662
Other	3,417,119				3,417,119
Interest	3,000,000				3,000,000
Transit		76,193,889			76,193,889
Highway User Revenue		11,234,765			11,234,765
CDBG / Section 8 Housing		12,146,823			12,146,823
Performing Arts Tax		6,831,077			6,831,077
Rio Salado		2,018,601			2,018,601
Local Transportation Assistance Fund		472,645			472,645
Water / Wastewater			61,572,480		61,572,480
Solid Waste			15,828,588		15,828,588
Golf			2,001,283		2,001,283
Cemetery			147,186		147,186
Water / Wastewater G.O. Bonds				37,886,147	37,886,147
Tax Supported G.O Bonds				33,597,210	33,597,210
Grants				12,676,130	12,676,130
Land Sale Proceeds				125,500	125,500
Development Fees				2,500,000	2,500,000
Other Fund Balances				9,525,581	9,525,581
Total Revenues	\$191,397,723	\$108,897,800	\$79,549,537	\$96,310,568	\$476,155,628
Expenditures:					
Public Safety	107,653,247			11,452,663	119,105,910
General Governmental Services	32,386,783			1,889,000	34,275,783
Community Services	31,714,346			4,016,694	35,731,040
Debt Service	19,875,542				19,875,542
Development Services	13,103,145				13,103,145
Transportation (Maintenance of Effort)	1,035,000				1,035,000
Transit		68,825,439		9,750,000	78,575,439
Highway User / Transportation		15,008,850		11,970,689	26,979,539
Performing Arts		9,104,528			9,104,528
Section 8 Housing		8,949,041			8,949,041
CDBG		3,197,782			3,197,782
Rio Salado		2,444,592		3,225,500	5,670,092
Water / Wastewater			72,489,753	44,786,147	117,275,900
Solid Waste			16,081,601		16,081,601
Golf			2,178,060		2,178,060
Cemetery			376,744		376,744
Park Improvements				8,944,875	8,944,875
Storm Drains				275,000	275,000
Total Expenditures	\$205,768,063	\$107,530,232	\$91,126,158	\$96,310,568	\$500,735,021

Excess (deficiency) of revenues over
expenditures before other financing
sources (uses)*

(14,370,340)

1,367,568

(11,576,621)

(24,579,393)

*Deficient program balances reflect the planned draw down of reserves and various fund balances including General Fund, Performing Arts, Rio Salado, and Water/Wastewater

Financial Program Summary for Revenues and Expenditures/Expenses



Total budgeted revenue in the FY 2009-10 Financial Program is approximately \$476 million, reflecting a reduction when compared to the prior periods shown. This decrease is due primarily to a smaller Capital Budget in FY 2009-10 being offset by increases in operating funds other than the General Fund.

The budgeted expenditures for FY 2009-10 is \$501 million, representing a reduction over past years shown. Total budgeted expenditures have decreased during this period, largely due to lower spending in the Transit and Water/Wastewater programs due to completion of the light rail system and project progress at the Johnny G. Martinez Water Treatment Plant.

The difference between total revenue and total expenses represents drawdowns of fund balances to provide a 'soft landing' through the economic downturn.

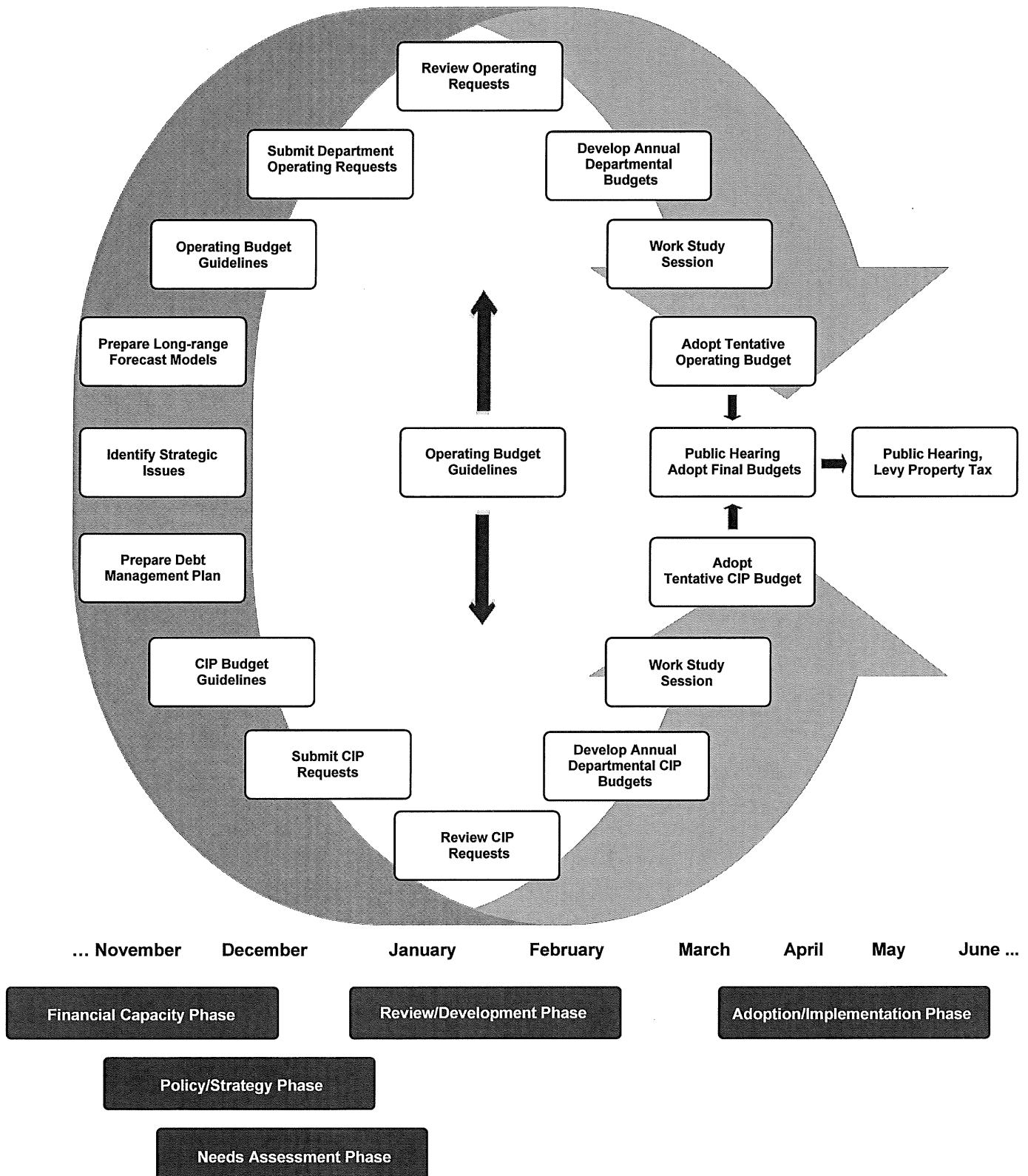
Revenues							
	FY 2007-08	FY 2008-09	%	FY 2008-09	%	FY 2009-10	%
Revenues/Sources	Actual	Budget	Change	Revised	Change	Budget	Change
General Fund	186,577,411	184,199,860	(1%)	164,336,853	(11%)	163,249,924	(1%)
Special Revenue Fund	77,000,057	87,296,428	13%	77,646,112	(11%)	108,897,800	40%
Enterprise Fund	67,186,510	70,555,646	5%	72,380,182	3%	79,549,537	10%
Debt Service Fund	22,011,202	24,613,823	12%	27,454,415	12%	28,147,909	3%
Capital Projects Fund	188,265,417	168,033,325	(11%)	168,033,325	0%	96,310,568	(43%)
Total	\$541,040,597	\$534,699,082	(1%)	\$509,850,887	(5%)	\$476,155,738	(7%)

Expenditures							
	FY 2007-08	FY 2008-09	%	FY 2008-09	%	FY 2009-10	%
Expenditures/Uses	Actual	Budget	Change	Revised	Change	Budget	Change
General Fund	170,325,026	186,327,945	9%	180,584,821	(3%)	185,892,521	3%
Special Revenue Fund	75,973,438	97,949,428	29%	90,903,406	(7%)	107,530,232	18%
Enterprise Fund	74,671,201	88,981,541	19%	78,003,186	(12%)	91,126,158	17%
Debt Service Fund	15,460,258	23,180,569	50%	16,560,870	(29%)	19,875,542	20%
Capital Projects Fund	186,241,571	168,033,325	(10%)	168,033,325	0%	96,310,568	(43%)
Total	\$522,671,494	\$564,472,808	8%	\$534,085,608	(5%)	\$500,735,021	(6%)

Budget Process Flowchart



The following flowchart depicts the City of Tempe's Annual Budget process and timeline.





Budget Process Overview

Budget preparation allows departments the opportunity to reassess goals and objectives and the means for accomplishing them. Even though the budget is heard by the Mayor and Council in the spring and adopted by June 30, its preparation begins at least six months prior with projections of City reserves, revenue, expenditure limit requirements, and financial capacity. It is with this "groundwork" that departmental expenditure requests are made and subsequently reviewed.

- **Financial Capacity Phase**

Forecasting is an integral part of our decision-making process. Both long-range and short-range projections are prepared. The City's Comprehensive Financial Plan is updated annually to assess our current financial condition and future financial capacity, given our long-range plans and objectives. A five-year financial forecast is prepared for each major fund, projecting both expenditures and revenue. As a part of this phase, alternative scenarios are examined for their fiscal impact on each respective fund.

Concurrent with the Comprehensive Financial Plan is the update of the Debt Management Plan, which provides a ten-year view of the City's debt capacity. This planning process gauges the capacity to incur debt in the upcoming Capital Improvements Program given the City's Financial Policy guidelines.

- **Policy/Strategy Phase**

The Council's goals and directives set the tone for the development of the budget. In fact, shortly after the budget is adopted, the Council meets to identify strategic priorities, issues, and projects impacting the next fiscal year's budget. The Council identifies key strategic issues that will provide the direction and framework for the budget. It is within this general framework that departmental supplemental requests are formulated. Aside from the Council's own objectives, the departments identify and discuss their own policy issues with the City Manager.

Presentations by Budget Office staff at "budget kickoff" meetings include a discussion of citywide goals and objectives, budgeting guidelines for the operating and capital budgets, timelines, an overview of fiscal constraints, and resources available for allocation. The Budget Manual distributed at these meetings is designed to assist the departments in preparing all budget requests and forms.

- **Needs Assessment Phase**

The departments have an opportunity to assess

current conditions, programs, and needs.

Examination of current departmental programs or positions for possible trade-offs, reduction, or elimination is strongly suggested. During this phase, departments are encouraged to thoroughly review all programs and services, assessing their value and priority to the residents of Tempe. Additionally, departments reassess service level standards and workload indicators. They then attempt to provide the "best fit" of resource allocation with service and workload estimates. From this process, they prepare preliminary departmental budgets.

- **Review/Development Phase**

Within the framework of the City's financial capacity, Council and City Manager priorities and departmental needs assessments, budget requests are reviewed and a preliminary Citywide operating budget takes shape. The departments initially prepare and submit base budget worksheets reflecting allocation targets. The amount of the allocation is based on the department's prior year budget.

Supplemental requests are evaluated and the budget is presented at various levels: (1) base budget level, and (2) recommended level providing monies to implement new programs or expand existing City programs.

- **Adoption/Implementation Phase**

Prior to May 1, the City Manager submits to the Council a proposed operating budget for the fiscal year commencing the following July 1. The operating budget includes proposed expenditures and the means of financing them.

The property tax levy must be adopted by the third Monday in August. State law requires cities and towns with property taxes to adopt their tax rates annually.

Management control of the budget is maintained by conducting monthly budget performance reviews throughout the fiscal year. They are aimed at examining expenditure patterns, and recommending corrective action to be taken during the year.

Additionally, records are maintained to evaluate ongoing programs and services.

- **Budget Roles and Responsibilities**

Every employee plays a role in budgeting, be it formulation, preparation, implementation, administration, or evaluation. Ultimately, of course, the department head, through the City Manager, is accountable to the City Council for the performance of departmental personnel in meeting specific objectives within resource allocation limits. Actual

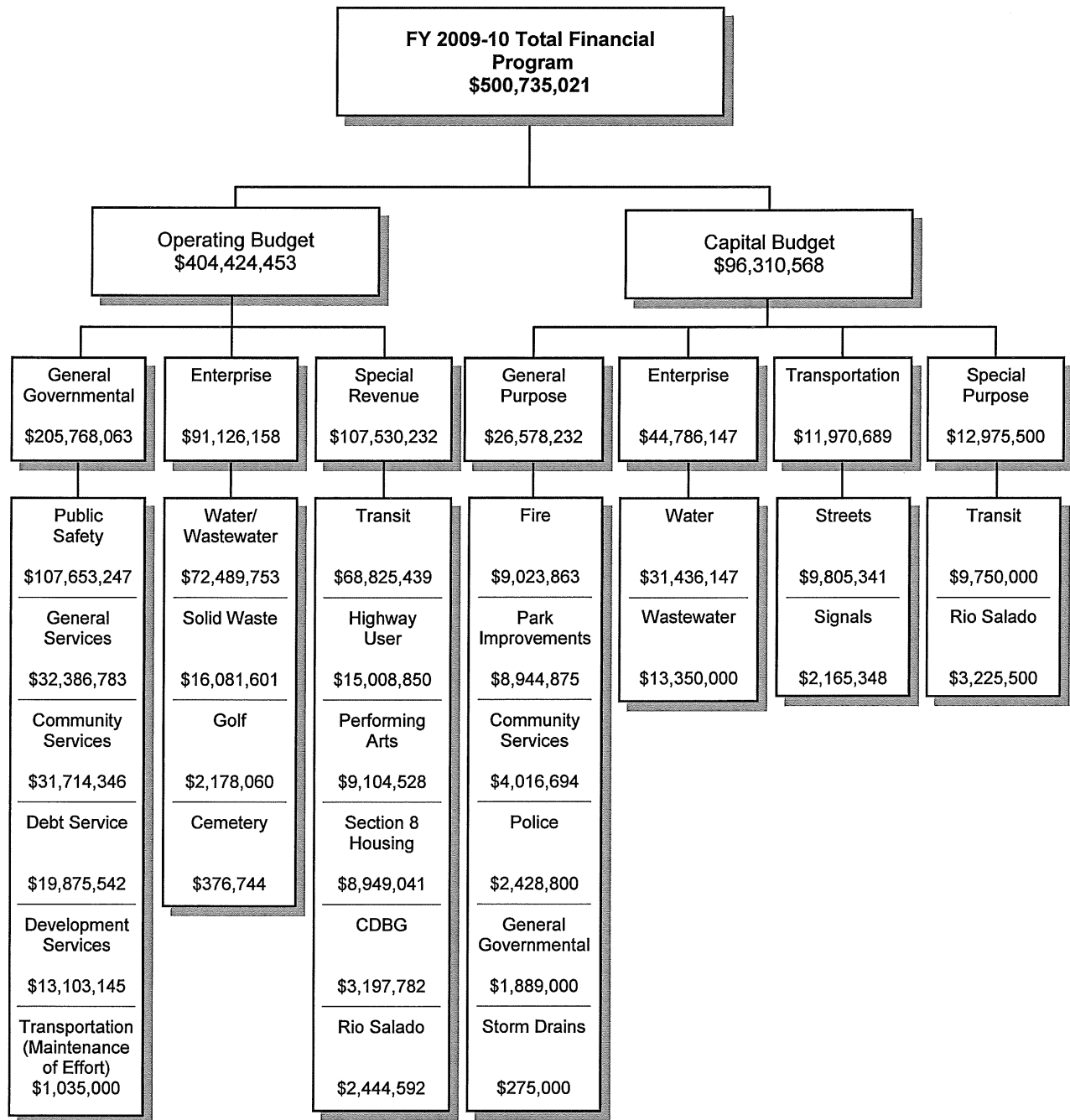


budget preparation responsibility can be identified more specifically:

1. The program **cost center manager** is responsible for (a) preparing cost estimates for the remainder of the current fiscal year; (b) projecting base budget requirements for the next year; and (c) developing other requests that change or revise the program so that it will be more effective, efficient, productive and economical.
2. The **department manager** and the **division administrator** are responsible for reviewing, modifying and assembling their cost center data into a departmental request package. Department heads should critically evaluate departmental objectives and prioritize requests. The preparation of budget requests, goals and objectives should coincide with the strategic issues set forth by the Council.
3. **Internal Service Areas** (Fleet and Information Technology Areas) will contact each department to coordinate the initial needs assessment, cost estimates, and recommendations. Replacement equipment (i.e., vehicles, hardware/software and communication equipment) will be submitted to the Budget Office by the Internal Service areas. Any new equipment required by the departments should reflect the cost estimates and recommendations from the Internal Service areas and submitted by the departments to the Budget Office. Final review and recommendations for hardware/software and communication equipment will be the result of evaluating priorities within the departmental budget team process.
4. The **Budget Administrator and Analysts** within the Financial Services Department are responsible for (a) preparing short and long-range revenue and expenditure forecasts, (b) assisting departments as requested in the preparation of supplemental requests, (c) analyzing supplemental requests and presenting that analysis to the Budget Team (Department Managers and the Financial Services Manager), and (d) reviewing the linkage between budget requests and the City's strategic issues.
5. The **Budget Team** is responsible for reviewing departmental operating requests within the context of a set of evaluation criteria and preparing a recommended budget for review by the City Manager.
6. The **Capital Improvements Program Executive Committee** reviews program scopes, cost estimates and funding sources of CIP requests and prepares a recommended CIP budget for review by the City Manager.
7. The **City Council** is responsible for the review of the City Manager's tentative budget and approval of a final budget.
8. **Transfer of Appropriations**; at any time during the fiscal year, the City Manager may transfer part or all of any unencumbered appropriation balance among programs within a department, office, or agency (**Section 5.08, City of Tempe Charter**).
9. **Midyear Program/Personnel Adjustment Request**; should the need arise for additional personnel or program enhancements during the fiscal year to meet some unforeseen need, a midyear program/personnel request is submitted to the Budget Office for a needs assessment and fiscal impact review. If, after evaluation, the request is approved and involves either additional personnel or the abolition of a position(s), the request is forwarded to either the relevant Council Committee or full Council with recommended action.
10. **Budget Transfers**; the department should process a budget transfer request form anytime a shortfall is anticipated in a departmental subtotal budget. Budget transfers are not necessary to address a shortfall within summary account groups as long as sufficient monies are available in the subtotal departmental budget. The subtotal budget includes salaries and wages, fringe benefits, materials and supplies, fees and services, travel and other expenses, contributions, and capital outlay, and excludes internal services.

Only as a last resort are contingency monies used to fund a shortfall. Alternative courses of action should be sought before contingency monies will be considered. Purchase orders and requisitions will be held until the budget shortfall is addressed.
11. **Permission to Exceed Budget**; in the event of an emergency, the Council may seek permission from the State Board of Tax Appeals (previously State Tax Commission) to exceed the adopted budget (**Section 5.09, City of Tempe Charter**).

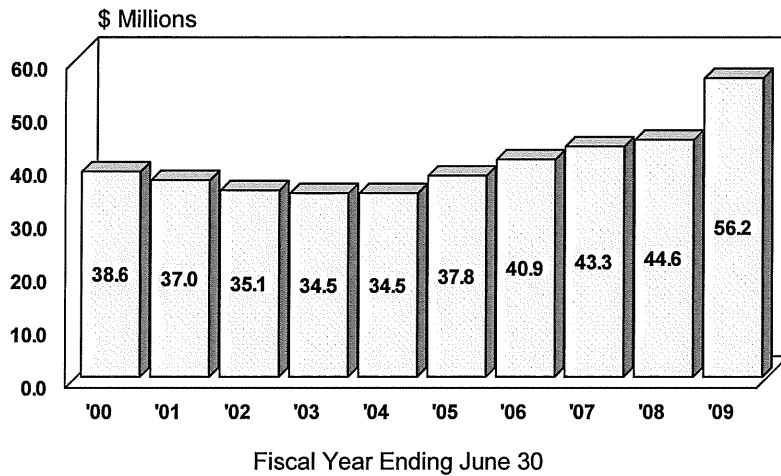
Components of Total Financial Program



General Governmental Funds: Ten Year Fund Balance Trends

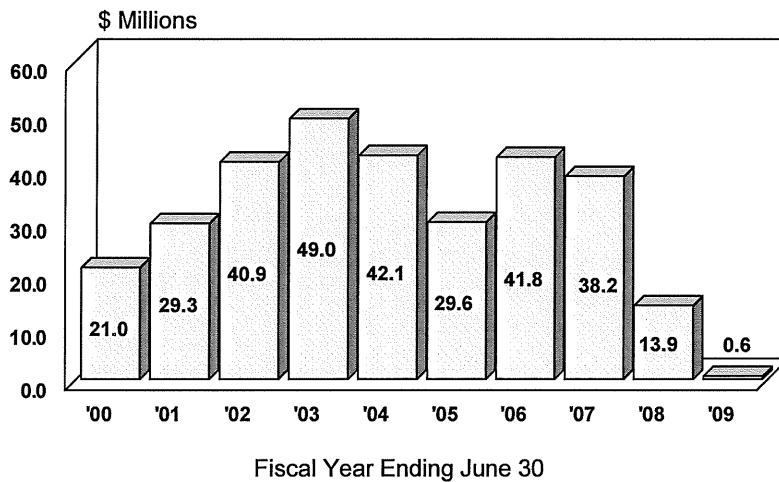


General Fund Unreserved Fund Balance



Over the ten year period, unreserved fund balances in the General Fund have been maintained at the policy guideline of 25% of revenue. At FYE 2009, the General Fund unreserved fund balance is estimated at \$56.2 million.

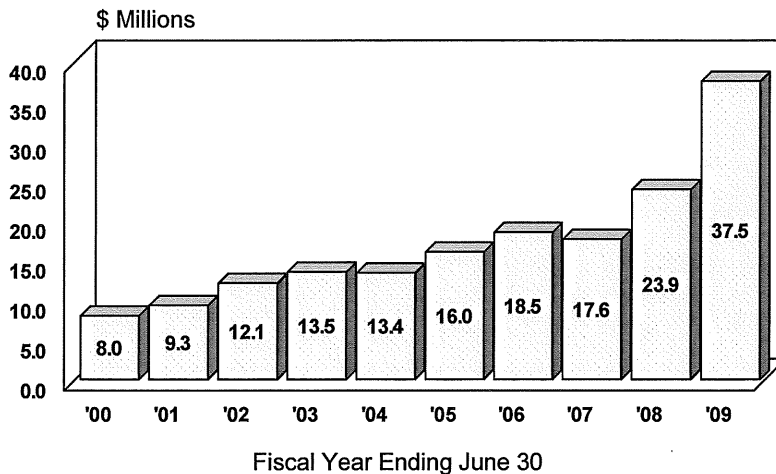
Transit Fund Balance



During the late 1990's, the Transit Fund balance was built up in preparation for the construction and operation of the light rail transit system. More recently, planned drawdowns of fund balance for use in the Capital budget have contributed to the declining fund balance.

Over the next three years, federal reimbursements will replenish the fund.

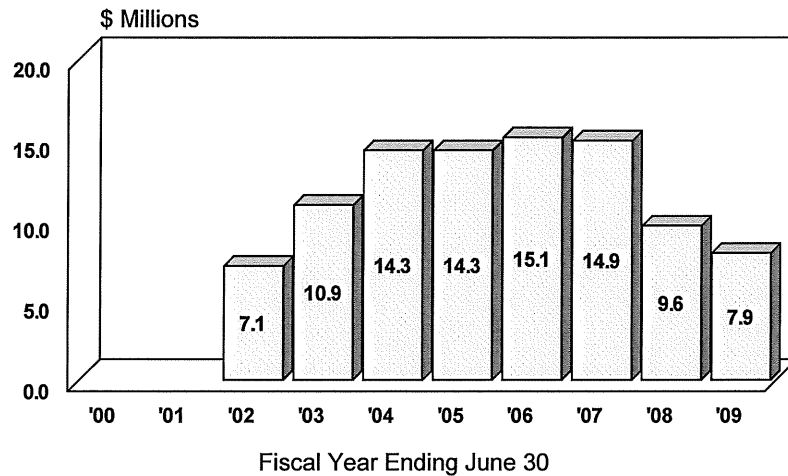
Debt Service Fund Balance



The Debt Service fund balance serves as the City's debt service reserve and is maintained at levels more than adequate to cover the City's annual general purpose debt payments. The reserve has grown in recent years due to increased property tax collections from increased property values.

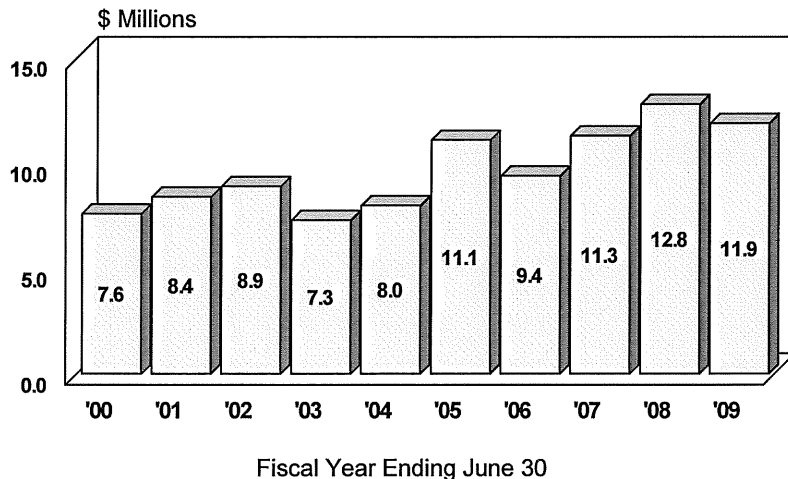


Performing Arts Fund Balance



Since the fund's inception in FY 2001-02, the fund balance steadily grew through FY 2005-06. Beginning in FY 2006-07, the fund has been tapped to cover differences between revenues and expenditures. This trend is consistent with the fund's financial plan.

Highway User Revenue/Local Transportation Assistance Fund Balances

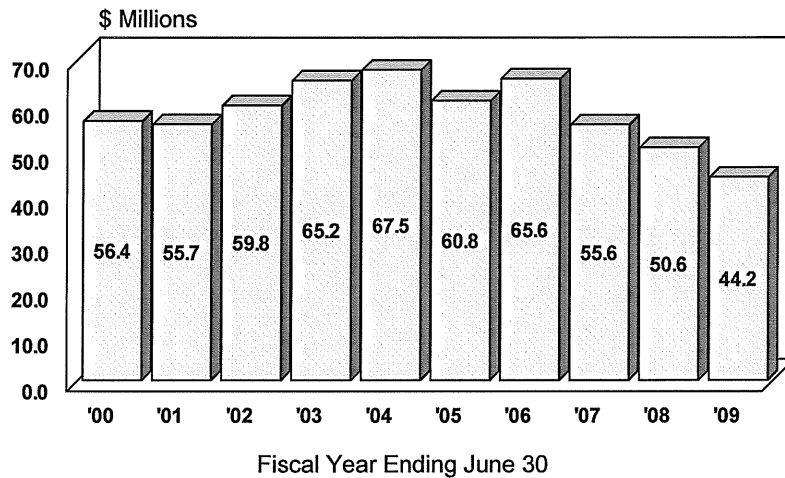


Planned drawdowns used to fund street infrastructure projects have contributed to the inconsistent trend in fund balances. The primary revenue source for these funds, state shared revenue, has grown at a modest pace, allowing the fund balance to rebound to a healthy level.

Enterprise Funds: Ten Year Fund Balance Trends

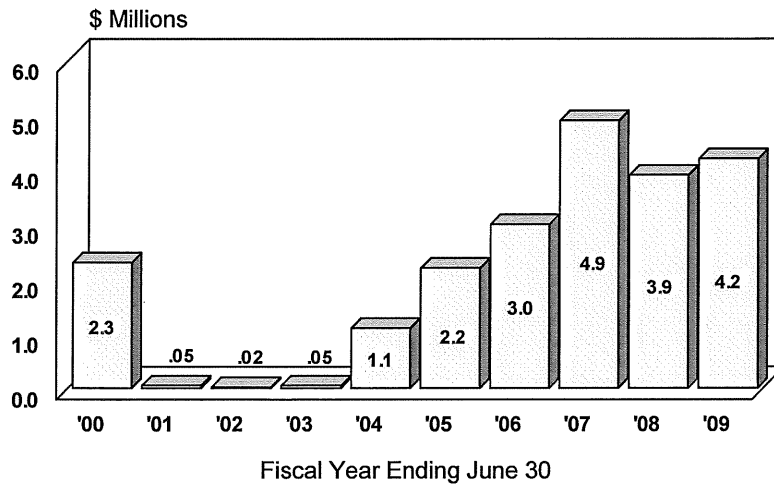


Water/Wastewater Fund Unreserved Retained Earnings



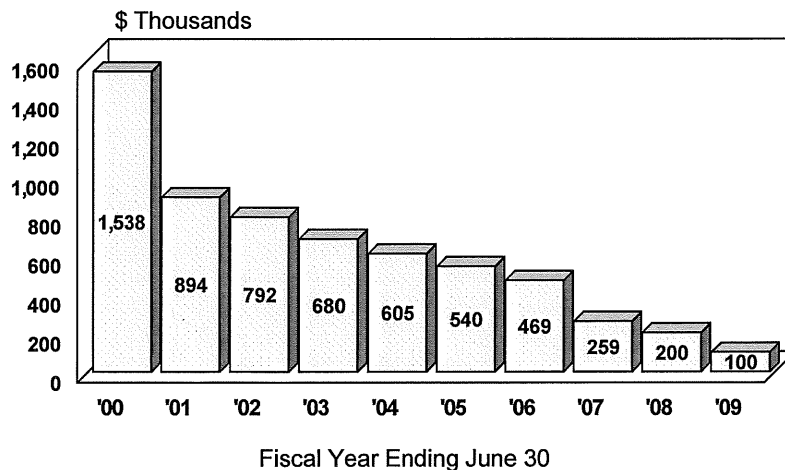
In FY 2005-06 the City began drawing down retained earnings to finance capital improvements. Gradual planned increases to user rates are projected to build the fund balance back to the policy target level of an amount equal to one year of operating revenue.

Solid Waste Fund Unreserved Retained Earnings



A planned drawdown of unreserved retained earnings began in FY 1999-00, which resulted in the reserve's depletion to \$20,000 in FY 2001-02. Since then, fee increases have been implemented to restore the fund balance to meet the new financial guideline of a minimum of 10% of anticipated revenue.

Golf Unreserved Retained Earnings



Expense growth has outpaced revenue growth since FY 1999-00, leading to the decline in reserves. Based on the Long-Range Financial Forecast, this trend is not expected to reverse itself under the current operating plan. Therefore, a comprehensive study of Golf operations is ongoing.



Total Operating Budget and Debt Service

Budget Data	FY 2007-08 Actual	FY 2008-09 Budget	FY 2008-09 Revised	FY 2009-10 Budget
Operating Budget	\$318,616,332	\$373,258,914	\$349,491,413	\$384,548,911
Cost Per Capita	\$1,903	\$2,213	\$2,073	\$2,265
% Change (cost per capita)		16.3%	(6.4%)	9.3%
Property Tax-Supported Debt Service	\$15,460,258	\$23,180,569	\$16,560,870	\$19,875,542
Cost Per Capita	\$92	\$137	\$98	\$117
% Change (cost per capita)		49%	(39.8%)	19.4%

Total Operating Revenue by Source

Source	FY 2007-08 Actual	FY 2008-09 Budget	FY 2008-09 Revised	FY 2009-10 Budget
General Fund	\$178,028,832	\$184,199,860	\$164,336,853	\$163,249,814
Debt Service Fund	22,011,201	24,613,823	27,454,415	28,147,909
Transportation/Transit Funds	56,411,335	67,122,473	58,545,686	87,901,299
CDBG/Section 8 Funds	10,361,343	11,026,195	9,994,064	12,146,823
Rio Salado Fund	2,168,848	1,550,804	1,907,151	2,018,601
Performing Arts Fund	8,058,531	7,596,956	6,862,494	6,831,077
Solid Waste Fund	15,073,895	14,990,105	14,863,757	15,828,588
Water/Wastewater Fund	53,713,119	53,041,440	55,372,282	61,572,480
Golf Fund	1,999,681	2,072,379	2,001,283	2,001,283
Cemetery Fund	197,336	451,722	142,860	147,186
Total	\$348,024,121	\$366,665,757	\$341,480,845	\$379,845,060

Staffing Summaries Citywide: Full-Time Authorized Positions

Source	FY 2007-08 Actual	FY 2008-09 Budget	FY 2008-09 Revised	FY 2009-10 Budget
Total Personnel	1,831	1,848	1,850	1,811
Employees/1,000 Population	10.9	11.0	11.0	10.7
% Change (Employees/1,000 Population)		.01%	0%	(3%)

Strategic Issues: Management/Budgeting



Purpose

The purpose of a Strategic Issues Management/Budgeting program for Tempe is to provide a mechanism for identifying, prioritizing, and managing top priority emerging issues which require interdepartmental coordination and to provide a process for integrating strategic planning and budgeting. The City Council identifies strategic issues (shown on following page) setting the tone at the start of the budget process. The process allows a prioritization of emerging issues, yielding specific priorities and plans which have multiyear operational and budget implications.

Strategic Issues Management/Budgeting Process		
Activity	Responsibility	Timeframes
Identify and prioritize key goals that each Council Committee wants to achieve and see further progress on for the upcoming budget year. Incorporate goals into Council Committee's work plan.	City Council	August Council Summit
Establish cross-functional teams and/or standing groups to advance each goal identified and develop action plans for each.	City Manager Executive Team	August
Identify and recommend corresponding strategies, action plans, and/or departmental activities to further bring improvement and/or results to goals identified by each committee.	Cross-functional Teams	September/October
Review strategies, action plans, and or departmental activities recommended by the cross-functional team/groups with the Executive Team.	Staff Coordinators Executive Team	Late October, early November Executive Summit
Review strategies/action plans associated with goal with oversight Council Committee for recommendations in conjunction with the Committee's work plan.	City Council Committee	Mid/late November
Review strategies, action plans, responsibilities, and associated Council Committee work plan with City Council.	Staff Coordinator City Council	December/January
Incorporate approved goals, strategies, and action plans into operating and capital improvements budget program and structure budget requests.	Executive Team	December/January
Consider budget requests from departments (based on goals and action plans).	City Council Executive Team	February
Evaluate status of goals and action plans with management team (midyear review).	City Council Executive Team	February (midyear review)
Evaluate budget requests and allocate budget resources accordingly.	Executive Team	March/April
Conduct public sessions on operating and capital improvements budget program.	City Council Executive Team	April/May
Adopt budget program.	City Council	June
Review results of goals and action plans established for the fiscal year just completed. Begin process anew for the next budget period.	City Council Executive Team	August Council Summit



Community Sustainability

Address environmental programs and capital projects, including: development and application of cost-effective, environmentally sustainable programs, including recycling programs and resource conservation and waste reduction programs, both for city operations and community application; and consideration and development of environmental design standards that are specifically applicable to the arid, relatively warm, climate of Tempe.

Education Partnerships

Address opportunities to advance the quality and delivery of education. Emphasis includes: facilitate partnering between all educational entities and the City; facilitate development of programs to improve schools and provide life-long learning opportunities; develop and provide City services through school facilities; identify and facilitate resource sharing between all elementary and high schools, Arizona State University, Maricopa Community College District and the City; facilitate ASU's and Maricopa Community College District's participation in education improvement in all Tempe schools; identify and consolidate purchasing and maintenance programs between the City and educational agencies; and identify and facilitate joint facilities development for school-resident.

Housing

Address housing programs and capital projects. Emphasis includes: designing and undertaking a comprehensive public process to consider options and develop broad support for affordable and workforce housing strategies; creating opportunities for private sector and non-profit participation in affordable and workforce housing efforts; planning, development, coordination and implementation of affordable and workforce housing concepts and programs; and oversight of services targeted at moving individuals and families from homelessness to home ownership.

Mill and Lake District

Address and "vision" continuing development of the Rio Salado project, Papago Park, and the Mill Avenue District. This encompasses examining redevelopment and stabilization, branding, tourism and identification in and of Tempe's central core, and major redevelopment projects within the central core. Emphasis includes: ASU partnerships to assist in rehabilitation of Sun Devil Stadium; light rail-related real estate development and other development and redevelopment affecting Tempe's central core; efforts to maintain, rehabilitate and preserve Papago Park and its amenities; and work with third-party agencies to create a widely accepted and understood vision of the general Mill & Lake District area.

Neighborhood Parks Rehabilitation and Maintenance

Address neighborhood park rehabilitation and maintenance efforts. Emphasis includes, with neighborhood participation, oversight of: development, coordination and assessment of neighborhood parks design process; development, coordination and assessment of neighborhood parks master plans; and coordination and assessment of park maintenance programs.

Quality of Life

Address residential and business neighborhood property enhancement and public safety. Emphasis includes oversight of: development, implementation and assessment of public safety initiatives for neighborhood policing, traffic enforcement to reduce neighborhood speeding and cut-through traffic and enforcement of the loud-party ordinance; enforcement and assessment of commercial property enhancement codes and neighborhood enhancement and rental housing codes; assist ASU's efforts to improve student housing at ASU and address those efforts' impact on neighborhoods; development, implementation and assessment of programs to eradicate graffiti and improve, maintain and reconstruct streets and alleys; development, implementation and assessment of programs to enhance and maintain city and private landscaping requirements; and development and implementation of programs to encourage rehabilitation of neighborhood shopping centers and neighborhood-supportive business districts.

Sports, Recreation, Arts and Cultural Development

Address opportunities for economic and cultural development, including programs and related capital projects associated with professional, youth and amateur sports and recreation, and arts and cultural opportunities. Emphasis includes development, coordination and assessment of arts programs and services, including programs resulting from partnerships with community and regional organizations, planning, development and implementation of community fundraising for public amenities within the Tempe Papago Park and Lake District; planning, development and completion of capital improvement programs for Historic Museum, Library facilities and Vihel Center; rehabilitation of historic properties; development and implementation of veterans outreach programs and efforts; development of new and improvements to existing regional parks; oversee golf program operations and capital improvement programs for enhancing and stabilizing golf program operation and enhance and expand community use of ASU facilities for youth and amateur sports programs.



Technology, Economic and Community Development

Address technology application and implementation, economic development issues and opportunities, and community development and redevelopment strategies and efforts. Emphasis includes: expansion of the use and availability of technological enhancements by City Government and Tempe residents and businesses; address strategies to create economic stabilization and revitalization; redevelopment and development services policy formation for recommendation to Council and implementation of council-approved projects; development, implementation and assessment of economic development approaches, projects and proposals; redevelopment of neighborhood commercial centers; and efforts to attract additional hotel and conference facilities.

Transportation

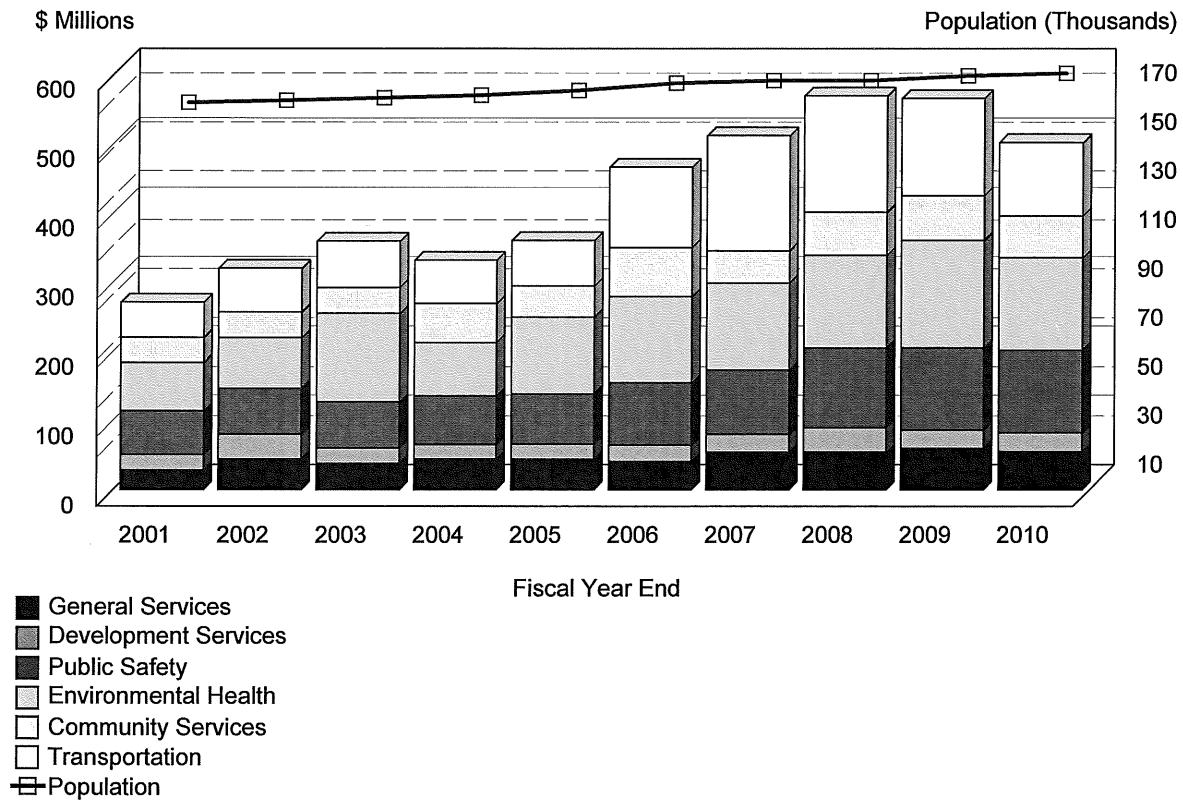
Address transportation programs and capital projects. Emphasis includes: completion of light rail project; planning, execution and integration of entire city and regional transportation systems; planning, development, coordination and implementation of multi-modal transportation elements; implementation of bus shelter and bus pull-out improvements; in conjunction with Education Partnerships Committee, develop and implement transportation programs directed to assist students in Tempe schools; oversee arterial street and public works programs to reduce citywide and regional traffic congestion and improve traffic flows; monitor activities of Sky Harbor airport and airlines, and seek full compliance with Tempe's adopted program for aircraft overflights.

Program Budget at a Glance



The City's Total Financial Program consists of six major areas: (1) General Services, (2) Development Services, (3) Public Safety, (4) Environmental Health, (5) Community Services, and (6) Transportation.

For FY 2009-10, Environmental Health constitutes the largest share with 27% of total program expenditures. This reflects funding for plant capacity expansions at water and wastewater facilities. The recent past's fast growing trend in Transportation allowed for the completion of the transit light rail project and continued funding for new fixed route and neighborhood circulator buses. The current trend maintains the commitment to public safety.



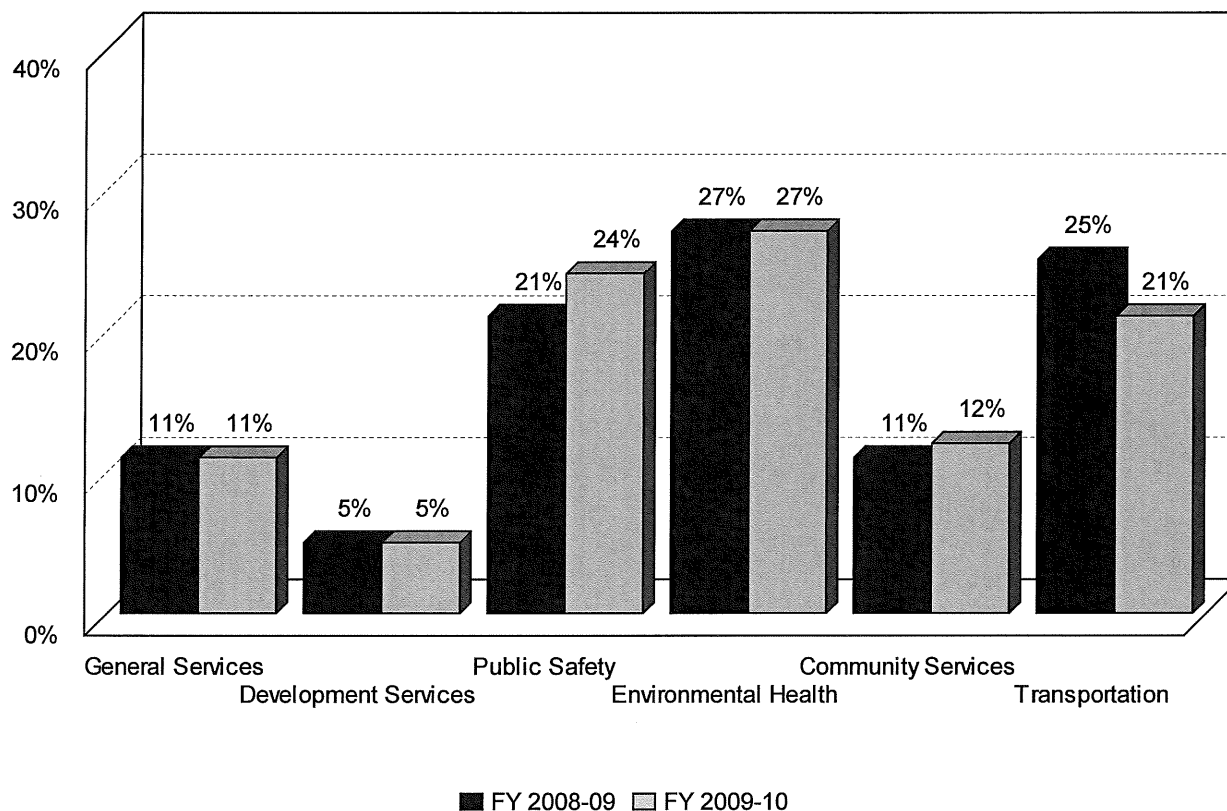
Program (Thousands)	FYE 01	FYE 02	FYE 03	FYE 04	FYE 05	FYE 06	FYE 07	FYE 08	FYE 09	FYE 10
General Services	\$28,427	\$44,517	\$37,819	\$44,547	\$43,779	\$40,785	\$53,773	\$54,462	\$59,380	\$54,785
Development Services	21,842	35,036	21,958	20,287	21,659	23,454	25,767	34,719	26,254	27,013
Public Safety	63,479	66,277	66,618	70,515	72,421	89,998	92,868	115,092	119,006	119,339
Environmental Health	69,586	73,406	127,686	76,678	110,865	124,395	125,421	133,574	154,684	133,658
Community Services	36,232	37,070	37,544	56,500	45,126	70,547	46,713	61,942	64,572	59,499
Transportation	50,508	63,251	67,055	62,389	65,461	116,090	166,302	168,204	140,576	106,441
Total	\$270,074	\$319,557	\$358,680	\$330,916	\$359,311	\$465,269	\$510,844	\$567,993	\$564,472	\$500,735

Per Capita Expenditures by Program



In FY 2009-10, the total financial program per capita cost is \$2,949, representing a 12% decrease from FY 2008-09. In this fiscal year, for every \$1 of expenditure, 27¢ is earmarked for Environmental Health, 24¢ for Public Safety, 21¢ for Transportation, and the remainder for General Services, Community Services, and Development Services. In relation to the prior year, there is a sizable decrease in Transportation, primarily due to the completion of the light rail system.

Per Capita Spending by Program as a Percent of Total Spending



Per Capita Expenditures				
Program	FY 2008-09	Percentage of Total	FY 2009-10	Percentage of Total
General Services	\$352	11%	\$323	11%
Development Services	156	5%	159	5%
Public Safety	706	21%	703	24%
Environmental Health	917	27%	787	27%
Community Services	383	11%	350	12%
Transportation	833	25%	627	21%
Total Per Capita Expenditures	\$3,347	100%	\$2,949	100%

Program By Fund Summary



The majority of funding for the City's three largest program areas, Environmental Health, Public Safety and Transportation, comes from enterprise, special, general and capital revenues. In terms of General Fund revenues, the Public Safety program receives the majority of funding, representing 58% of the General Fund budget.

FY 2009-10							
Fund	General Services	Development Services	Public Safety	Environmental Health	Community Services	Transportation	Total
General	\$32,386,783	\$13,103,145	\$107,653,247		\$31,714,346	\$1,035,000	\$185,892,521
Rio Salado		1,648,438	232,995		563,159		2,444,592
HURF	Public Safety represents the largest program in the General Fund.			149,170		14,859,680	15,008,850
Transit						68,825,439	68,825,439
Debt Service	19,875,542						19,875,542
Performing Arts	624,677				8,479,851		9,104,528
Golf					2,178,060		2,178,060
Solid Waste				16,081,601			16,081,601
Water/Wastewater	398,919			72,090,834			72,489,753
CDBG/Section 8 Housing		12,146,823					12,146,823
Cemetery					376,744		376,744
Total Operating	53,285,921	26,898,406	107,886,242	88,321,605	43,312,160	84,720,119	404,424,453
Capital Improvements	1,499,000	115,000	11,452,663	45,336,147	16,187,069	84,720,689	96,310,568
TOTAL PROGRAM	\$54,784,921	\$27,013,406	\$119,338,905	\$133,657,752	\$59,499,229	\$106,440,808	\$500,735,021

Program By Department Summary



FY 2009-10							
Department	General Services	Development Services	Public Safety	Environmental Health	Community Services	Transportation	Total
Mayor and Council	\$400,337						\$400,337
City Manager	339,673						339,673
Community Relations	2,875,479						2,875,479
City Clerk	884,219						884,219
City Court			4,259,174				4,259,174
Human Resources	3,222,042						3,222,042
City Attorney	3,354,383						3,354,383
Financial Services	4,501,411			2,313,877			6,815,288
Diversity Program	554,394		Public Works represents 100% of the total departmental Transportation program, while Police comprises 70% of the total Public Safety departmental program budget.				554,394
Internal Audit	502,431						502,431
Development Services		6,519,803					6,519,803
Community Development		17,681,198					17,681,198
Police		461	74,900,296				74,900,757
Fire			28,726,772				28,726,772
Community Services					16,706,528		16,706,528
Parks and Recreation		363,111			20,014,334		20,377,445
Water Utilities				37,925,749			37,925,749
Public Works	8,370,271	2,333,833		16,230,771		74,534,950	101,469,825
TOTAL DEPT	25,004,640	26,898,406	107,886,242	56,470,397	36,720,862	74,534,950	327,515,497
Non-Departmental	8,405,739					1,035,000	9,440,739
Debt Service	19,875,542			30,851,208	6,214,862	8,977,169	65,918,781
Contingency				1,000,000	376,436	173,000	1,549,436
TOTAL OPERATING	53,285,921	26,898,406	107,886,242	88,321,605	43,312,160	84,720,119	404,424,453
Capital Improvements	1,499,000	115,000	11,452,663	45,336,147	16,187,069	21,720,689	96,310,568
TOTAL PROGRAM	\$54,784,921	\$27,013,406	\$119,338,905	\$133,657,752	\$59,499,229	\$106,440,808	\$500,735,021

Residential Cost of Service



The City maintains three utility services for water, sewer, and solid waste. For FY 2009-10, the City Council has approved a 5% increase in solid waste rate to be effective November 1, 2009.

Rate reviews for each of the utility services will continue annually.

Local Taxes

Sales Tax

The City Sales Tax is currently 1.8%. Of this tax, 1.2% is dedicated to the General Fund, 0.5% goes to fund Transit, and 0.1% is devoted to the Visual and Performing Arts.

Property Tax

The property tax rate for FY 2009-10 will remain at \$1.40/\$100 assessed valuation. The primary tax rate is \$0.49 and the secondary tax rate is \$0.91. The primary levy is used to pay for General Fund services such as police, fire, parks, and libraries, while the secondary tax levy is used to repay debt on general obligation bonds.

Utility Charges for Services

Water/Sewer

Water and sewer rates will be reviewed upon finalizing the FY 2008-09 financial statements to determine if adjustments are necessary. The last increase took

effect November 1, 2008 as water rates were increased by 5.5% and sewer rates increased by 20.5%.

Water and sewer rates are annually reviewed to attain full cost recovery, as customer charges are based on operating and maintenance costs and financing of capital programs. Services provided include water conservation, water quality, transmission and collection, wastewater reclamation, environmental services, customer services and irrigation.

Solid Waste

Per Council approval, in the fall of 2009, the residential service rate will increase by 5.0%, while the commercial service charge will increase by 3.0%. The last increase took effect November 1, 2008 as solid waste rates for residential services were increased by 5.0%, while the commercial services rate increased by 3.0%.

Solid waste rates are annually reviewed to fully recover all operating, maintenance and debt service costs to provide residential, commercial, recycling and roll-off refuse services.

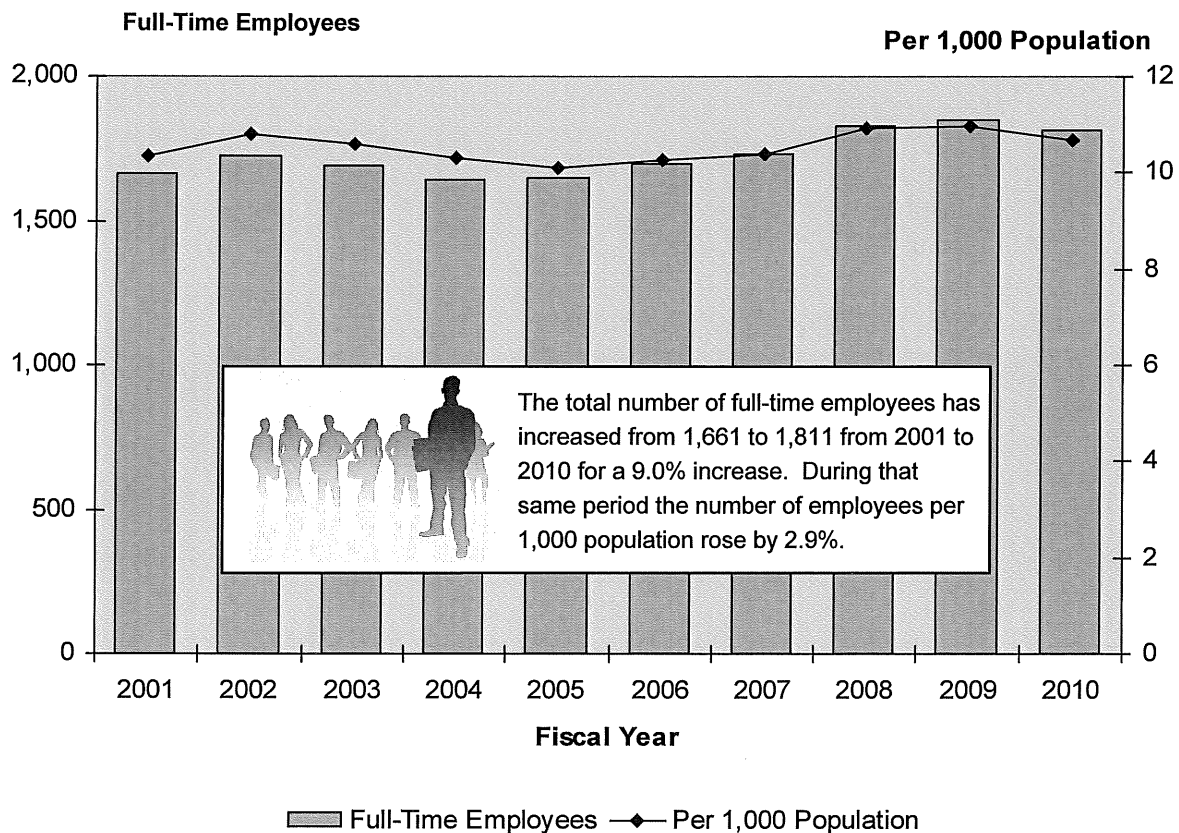
Fiscal Year	Local Taxes		Average Utility Charges for Services (monthly) ¹		
	Sales Tax	Property Tax	Water	Sewer	Solid Waste
2008-09	1.8%	\$1.40	\$25.09	\$16.47	\$18.11
2009-10	1.8%	\$1.40	\$26.47	\$19.73	\$19.02

¹ Charges reflect rates effective January 1st

Personnel Summary: Ten Year History



The number of full-time employees for FY 2009-10, excluding full-time equivalents or temporary full-time equivalents, totals 1,811, a 2.0% decrease from FY 2008-09. Total employees per 1,000 population for FY 2009-10 is estimated at 10.66, a 3.0% decrease from the previous fiscal year. The decrease in the number of personnel is due to general fund budget reductions that required a reduction in the number of general fund employees.



Fiscal Year End	Full-Time Employees	Employees Per 1,000 Population
2001	1,661	10.36
2002	1,722	10.80
2003	1,692	10.61
2004	1,643	10.29
2005	1,645	10.10
2006	1,700	10.25
2007	1,734	10.40
2008	1,831	10.93
2009	1,848	10.96
2010	1,811	10.66



	<u>Page</u>
Comprehensive Financial Plan Overview	40
Forecast Methodology.....	41
Forecast and Major Revenue Assumptions.....	42
Financial Overview	44
Major Expenditure Assumptions and Economic Outlook	45
General Fund.....	46
Transit Fund	48
Performing Arts Fund.....	50
Transportation Funds	52
Rio Salado and Community Facilities District (CFD) Funds	54
Enterprise Funds	
Water/Wastewater Fund	56
Solid Waste Fund.....	58
Golf Fund	60
Cemetery Fund	62
Financial Action Plan.....	64



Introduction

The Comprehensive Financial Plan, first published in March 1991, is a vital component of Tempe's financial management strategy. Its purpose is to provide a five-year perspective on the financial condition of the City's major appropriated funds. As a planning tool it provides a long-range context for the City Council to use in making budgetary decisions for the upcoming fiscal year.

Study Approach

As part of this study, the Management and Budget Section within Financial Services has established financial models that examine the City's appropriated operating funds and their underlying revenue and expenditure structures for the period of FY 2008-09 through FY 2012-13.

Forecast models are presented along with trends, forecasts, and fund balances for each of the funds.

Major operating funds examined include:

Governmental Fund

- General Fund
- Transit Fund
- Transportation Fund
- Performing Arts Fund
- Rio Salado/Community Facilities District Funds

Enterprise Funds

- Water/Wastewater Fund
- Solid Waste Fund
- Golf Fund
- Cemetery Fund

Major Study Findings

Due to the impact of the National and State recessions on revenue, the City is expected to experience serious financial challenges over the five year forecast horizon. Nearly every City fund is expected to run an operating deficit during this period. In light of this, steps have been taken to decrease expenditures and increase revenue in the near-term. However, further adjustments will be necessary in the future.

Due to prudent financial planning in prior years, the City has a strong financial position from which to begin the balancing effort. This offers some flexibility in implementing operational changes while minimizing the service impact.

In terms of financial health going forward, the **General Fund** is projected to go into deficit beginning in FY 2008-09, and the shortfall is expected to continue through the forecast period. The causes of the deficit stem from economic difficulties in the housing market impacting local sales tax collections and intergovernmental revenue sharing, as well as the impact of the national recession on tourism spending in the City. An additional impact is due to reduced interest earnings in the City's pooled investments. The current and projected levels of these major revenue sources will not be sufficient to meet projected expenditure levels.

The **Transit Fund** is projected to maintain an operating surplus in the current year and go into deficit thereafter. Similar to the General Fund, a primary component of Transit Fund revenue is the sales tax. As such this fund's financial status is negatively effected by the recession.

A deficit is projected in the **Transportation Fund** beginning in FY 2008-09 and continuing through the end of the forecast. Reductions are expected in our percentage share of state revenue for transportation from the Highway User Revenue Fund (HURF) and the State Lottery as Tempe's share of statewide population falls. This trend is exacerbated by a decrease in gasoline sales, which is the major component of the state HURF from which the local distributions are made.

The **Performing Arts Fund** is in an operating deficit condition, as costs associated with opening the Tempe Center for the Arts and associated debt service costs exceed annual revenue from the Performing Arts Tax. As with the General Fund and Transit Fund's sales taxes, the Performing Arts Tax is based on local sales activity.

The **Rio Salado/Community Facilities District (CFD)** surpluses are due to interest expected to be received from a deferred land sales payment.

The **Water/Wastewater Fund** is projected to experience operating deficits until FY 2011-12 when surpluses are anticipated through the end of the forecast. Due to projected increases in operating costs along with debt service associated with expansion of the Capital Improvements Program, future rate adjustments will be necessary to ensure full cost recovery.

The **Solid Waste Fund** is projected to go into deficit condition in the out-years of the forecast, and as such, it will be necessary to review Solid Waste fees to bring revenues in line with growth in expenses. The primary reason for the deficit is slowing revenue growth in the enterprise fund.

The **Golf Fund** has been experiencing an operating deficit for several years, and given current operations, the forecast is that this trend will continue. It is likely that options beyond rate adjustments will be necessary to ensure continued operations of the municipal golf enterprise.

The **Cemetery Fund** has experienced an operating deficit since its inception in FY 2005-06 and the forecast anticipates continuation of this trend. This is due primarily to debt service associated with expansion of the cemetery. It is likely that options beyond fee increases will be necessary to ensure full cost recovery.



Forecasting used in this report refers to the estimating of the future values of revenue and expenditures. It provides an estimate of how much revenue will be available and the resources required to meet current service levels and programs over the forecast period, along with an understanding of how the total financial program will be affected by the demographic and economic factors driving these forecasts. The value of forecasting lies in estimating whether, given assumptions about local financial policies and economic trends, the City will have sufficient resources to meet the requirements of ongoing, planned, or mandated programs. Forecast models also provide a planning tool for capital projects and/or determining whether bonded indebtedness will be required for capital funding. In short, forecasting provides an estimate of the financial flexibility of the City, as well as insight into tax, revenue, and service options the Council must address.

Our forecasting methodology reflects a combination of internal analysis and locally generated consensus forecasts covering such factors as population growth, retail sales, and inflation. Specifically, for the revenue forecasts, we begin with models that include prior year actual collections and project the balance of the current fiscal year based on prior year patterns. For the remaining years of the revenue forecast, we look to external forecasts for guidance on economic trends. Principal among these external sources is participation as a sponsor of the Forecasting Project developed by the University of Arizona Eller College of Economic and Business Research Center.

Another key external source is the State Finance Advisory Committee, which provides a forecast of major state revenue sources on a quarterly basis. Typically, these forecasts cover the state or the metro-Phoenix area as a whole, so adjustments to reflect unique conditions in Tempe are sometimes necessary. In general, we seek to match revenue sources with the economic and/or demographic variables that most directly affect year-to-year changes in those revenues.

For example, a revenue such as the City Sales Tax will reflect consensus forecasts related to taxable sales growth. Other revenue, such as those from recreation services, are linked to Tempe's expected population growth. By identifying and utilizing as many revenue-related variables as possible in our forecast, we hope to minimize the risks of overstating or understating revenue that could arise from using only a few variables to forecast all revenue sources.

Expenditure growth is most closely linked to two major factors in our models: 1) inflation (including general inflation, market adjustments to salaries, and changes in benefits costs), and 2) City financial policies related to the amount of new funding added each year for new programs and/or the expansion of existing programs as

well as including new operational and debt service funding associated with Capital Improvements Program projects. As with our revenue forecasts, we consider consensus forecasts related to general inflation (particularly the trends projected). For certain expenditure categories (such as fuel and utilities), we apply inflation factors that reflect the historical rate of price inflation in these categories relative to overall inflation. Amounts for new programs and/or program expansions are assumed to be constant over the forecast period (the same amount is added to each year of the forecast).

Forecast and Major Revenue Assumptions

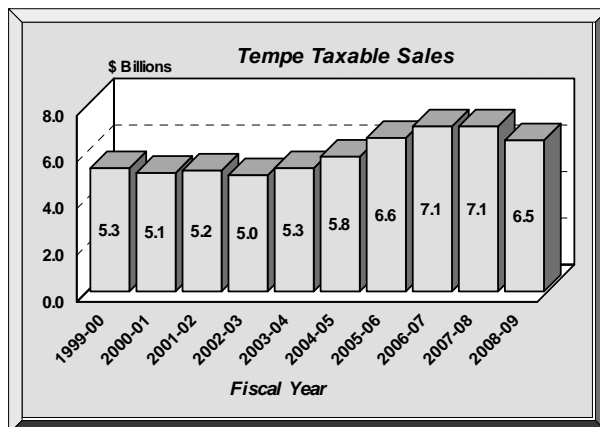


Our general approach to forecasting is to apply a conservative philosophy that does not overstate revenue nor understate expenditures. We recognize that economic forecasting is not an exact science and at times relies upon the professional judgment to optimize the accuracy of revenues or expenditures. We attempt to identify as many factors as possible that may contribute to changes in revenue and expenditures. The City's revenue and expenditure budgets are comprised of many unique elements that respond to a variety of external factors such as population growth, development, inflation, and interest rates. The following provides our assumptions relating to major revenue and expenditures.

Tempe Taxable Sales

Taxable sales in Tempe rebounded rapidly in the time period following the 2001-03 national downturn in the economy. These increases were from both base growth as well as the addition of new business. As the graph below shows, taxable sales in FY 2006-07 were \$7.1 billion, which is 42% higher than the level seen at the lowest point of the economic downturn.

In the current year it became evident that the rapid economic pace would not continue, and was in fact largely based on a speculative real estate bubble. Recent taxable sales activity has faltered; in FY 2008-09 sales activity is estimated to have fallen to \$6.5 billion. This trend is shown in the graph below.



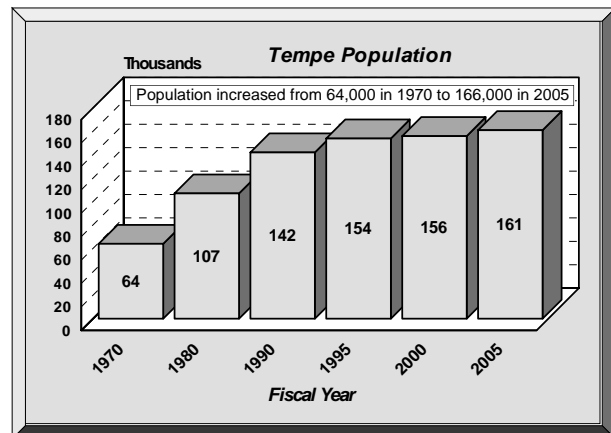
Taxable sales growth has an impact on many funds, as the General Fund, Transit Fund, Performing Arts Fund, and Rio Salado Fund each receive their primary revenue from this source. The primary categories of taxable sales (based on FY 2008-09 annual estimates) are retail (46%), commercial and residential rent (19%), utility sales (6%), contracting (10%), and restaurant sales (8%). Overall taxable sales are expected to remain flat in FY 2009-10 and increase in the out-years as the economy recovers.

Population

Following the strong population growth period of the late 1970's (5.3%) and the 1980's (2.8%), Tempe has

experienced steady but considerably slower growth. This trend is expected to continue, since the City is landlocked with other municipal jurisdictions on all four borders. Given this geographical limit on expansion, population in Tempe is assumed to increase by merely 0.7% per year over the forecast period.

Population is important in the forecasting models for two main reasons. First, it is used to determine growth in revenues from recreation, social services, and criminal justice programs. Second, and of perhaps even greater importance, is the role that population plays in state shared revenue calculations.



Statewide population growth is assumed to average 1.8% per year over the next five years. The disparity between growth in local and state populations is significant since several major revenue categories are dependent upon Tempe's population as a percentage of the state. Every five years the sharing formula is recalculated and the differences in growth rate inevitably result in Tempe's share of the total revenue pool decreasing. This impact is seen in FY 2010-11 of the forecast.

State Revenues

As the base for state shared revenues, state income and sales taxes are also important to City revenues. As with City revenues, State revenue growth in recent years had been brisk, but has turned sharply negative in the current year. The forecast is for revenue growth to decrease in the near-term and to rebound beginning in FY 2010-11.

Also of importance are State laws related to revenue, including future rate cuts and changes to the revenue sharing formula. At the time of printing this document, the state has yet to approve a balanced budget for FY 2009-10. The present state deficit is estimated at \$3.5 billion for the current year. Until the final budget is adopted, it is uncertain if there will be any impacts to the statutory revenue sharing formulas.

It is impossible to predict the actions of future Legislatures, and therefore the forecast assumes

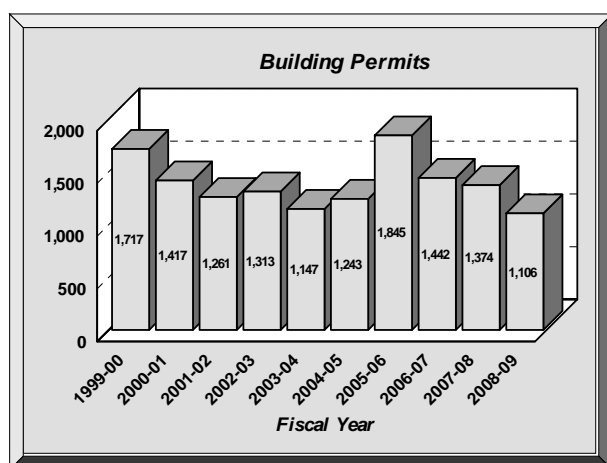


status quo with regard to state shared revenue calculations.

Development/Redevelopment

Despite being a landlocked city, new housing and commercial starts have recently been a strong driver of revenue activity in the Building and Trades category. While the regional single family housing market has been poor, construction in Tempe has been focused on condominium, commercial, and hotel activities. These activities have helped maintain a high level of permitting in recent years.

Construction is expected to slow considerably in the near-term as a constrained credit market coincides with a forecast of overcapacity in the regional commercial and residential sectors of the real estate market. This trend is expected to depress both building permitting revenue as well as sales taxes on contracting activity.



Assessed Valuation

Arizona public finance statutes provide for two different property tax bases, distinguished by both their allowable use as well as the extent to which they can grow in successive years. The first is the primary, which is the base used for financing current government operating expenditures in the General Fund, and to a lesser extent, the Rio Salado Fund. This portion of the property tax is limited in the extent to which the levy can grow each year to a level of 2% plus new construction.

The other property tax base is the secondary, which is used to generate revenue to pay annual debt service for the City's general governmental bonded debt. This tax base is unlimited in terms of annual growth. During the period from FY 1996-97 through FY 2006-07, Tempe's secondary assessed value growth was 8% on average. For FY 2008-09, the Maricopa County Assessor estimates growth of 11.3% over the prior year, as a result of large growth in the regional housing market.

In future years it is expected that assessed valuations

will decrease, as impacts from the housing market crash filter into valuations. Due to the lag time between assessments and tax levies, the initial impact of the housing market crash is just beginning to translate into lower tax levies.

Interest Rates/Cash Balances

Interest revenue is expected to increase modestly in most funds, while yields tied primarily to short-term government interest rates are expected to average 1.7% for the forecast period. Planned, one-time drawdowns of cash balances will occur periodically over the period of the forecast to assist in the budget balancing effort, which will reduce interest earnings.

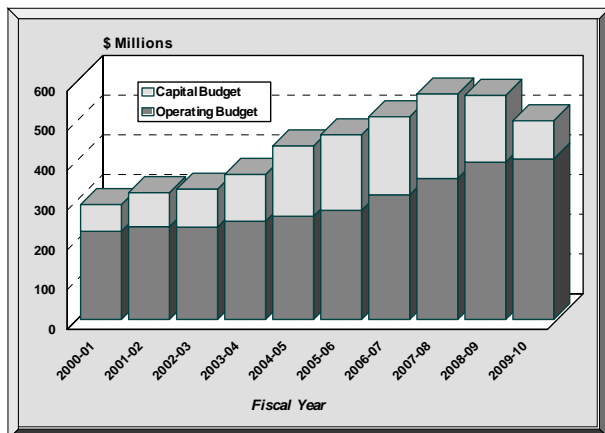
Financial Overview



The following financial overview provides a summary of revenue, expenditure, and historical budget trends. The FY 2009-10 budget of \$500.7 million provides for a \$404.4 million operating budget and a \$96.3 million capital budget. The operating budget includes \$205.8 million of general governmental operations, \$91 million of enterprise operations (Water/Wastewater, Solid Waste, Cemetery, and Golf) and \$107.5 million of special revenue operations (Transportation, Transit, Performing Arts, Rio Salado, Redevelopment, and Housing).

Fiscal Year	Operating Budget	Capital Budget	Total Budget
2000-01	\$222,169,282	\$67,408,152	\$289,577,434
2001-02	234,015,370	85,541,430	319,556,800
2002-03	232,846,185	95,318,794	328,164,979
2003-04	247,565,261	117,968,707	365,533,968
2004-05	260,131,518	176,983,222	437,114,740
2005-06	275,297,746	189,971,703	465,269,449
2006-07	314,115,625	196,728,491	510,844,116
2007-08	355,286,706	212,706,469	567,993,171
2008-09	396,439,483	168,033,325	564,472,808
2009-10	404,424,453	96,310,568	500,735,021

Total budgeted revenue for FY 2009-10 is \$476.2 million, with operating revenue of \$379.9 million and the remainder from other capital funding sources. General Governmental revenue accounts for \$191.4 million of the total operating revenue. Major funding sources include \$123.5 million in local taxes (sales, property, and bed taxes), \$41 million of intergovernmental revenue, \$79.5 million of enterprise revenue, and \$108.9 million of special revenue.



Summary overviews of appropriations and revenue provide a base reference for the fund specific forecast models that follow. A ten-year history of budget trends is depicted in the graph above.



Salaries and Wages

On the expenditure side, we have assumed a general freeze on salary and wage adjustments in the period from FY 2009-10 through FY 2011-12 for the purposes of balancing future expenditures with revenue expectations. The City's normal salary structure allows for 5% annual salary growth within each position's approved salary range, as well as an annual survey of the market to test the sufficiency of the salary ranges. Resumption of the normal salary adjustment process is not expected to occur until FY 2012-13 in the forecast.

Fringe Benefits

Health insurance costs are forecasted to increase at a declining rate for the next five years. Market forces, the movement towards managed care, and an excellent claims history had temporarily moderated the City's health care costs, but we are now seeing a resumption of growth in excess of general inflation, much of which is derived from higher claims costs.

Our expectation is that health care costs will rise at a rate exceeding the overall Consumer Price Index. Retiree health care cost will continue to rise as our work force matures and greater percentages of employees retire.

Other Post Employment Benefits (OPEB)

A recent decision by the Governmental Accounting Standards Board (GASB) requires government employers to disclose the cost of OPEB over the active life of the benefiting employees (GASB Statement No. 45). The City of Tempe's liability arises from retiree healthcare subsidies. An actuarial study was commissioned and the findings were forwarded to a City Council committee for review and recommendations. The forecast includes both the pay-as-you go portion for current retirees, as well as an advance funding amount for future retirees.

Retirement Contributions

City of Tempe employees are covered by one of four public retirement systems, depending on job type. The annual employer's portion of the contribution rates differ by retirement system. The four retirement systems, and their associated rate for FY 2009-10 are as follows:

- Arizona State Retirement System: 9.4%
- Public Safety Retirement Fire: 24.07%
- Public Safety Retirement Police: 22.23%
- Elected Officials Retirement: 28%

These rates are kept static during the forecast period as each rate is dependent on the investment decisions of the relevant retirement system.

Inflation

General inflation is expected to fluctuate from 1.8% to 1.9% in the later years of the forecast. Electricity inflation is expected to increase by approximately 5% annually through the forecast period, and motor fuel inflation is expected to grow from 3.8% in FY 2009-10 to 9.1% in FY 2012-13.

Supplemental Limits

For this budget forecast, no new programs were authorized, as our focus is to maintain basic services.

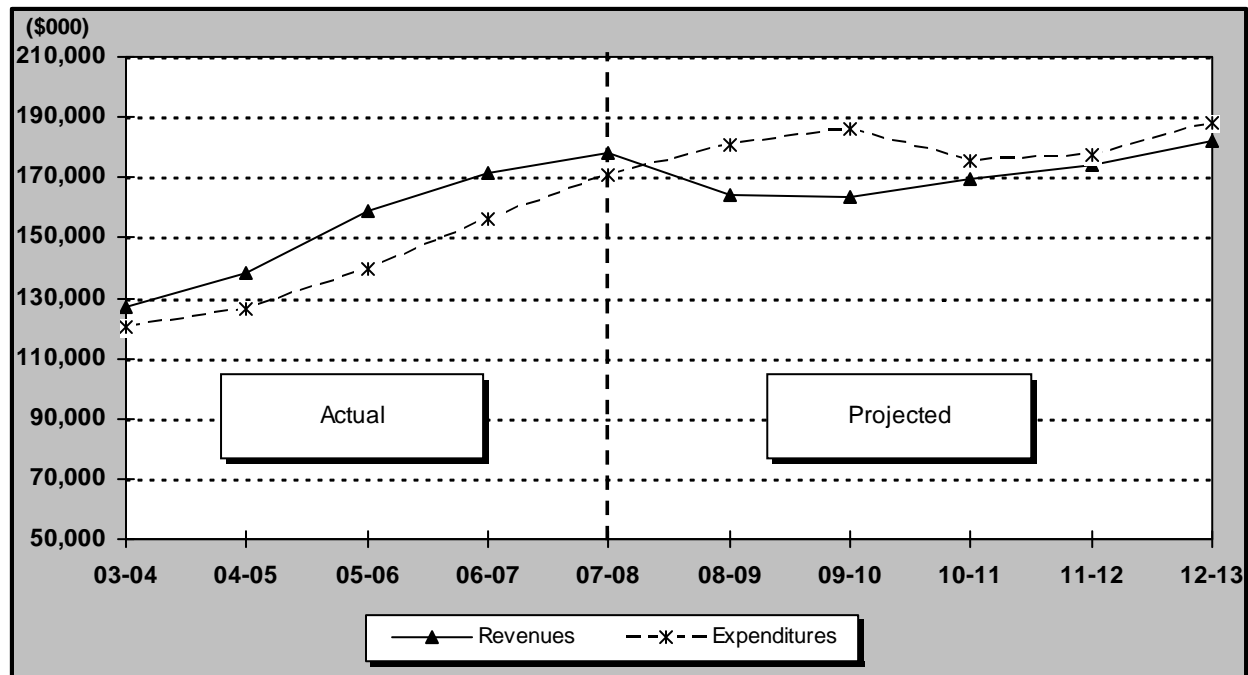
Capital Improvements Program Operating Budget Impacts

An important aspect of the City's Capital Improvements Program is the identification of operating budget impacts associated with capital projects. Since long-range planning takes place prior to the adoption of the Capital Budget, future impacts of new programs are not included. However, projects approved in the prior year Capital Budget are included in the out-years of the forecast.

Economic Outlook

Following the mild recession in 2001 to 2002, both the local and state economies enjoyed a prolonged robust period. The metropolitan Phoenix area was a national leader in population and job growth, factors that undoubtedly benefited Tempe. That trend has turned around in the current year, as the recession drags on regional economic performance. And while Tempe's downtown area in particular has experienced solid growth in terms of residential construction, this strong trend will undoubtedly slow over the five-year forecast. The outlook for the next five years is for no growth in the near-term, followed by a slow rebound in FY 2010-11. More rapid expansion is expected in FY 2011-12 and FY 2012-13 as the regional economy regains its footing.

General Fund: Projected Revenue and Expenditures



	03/04	04/05	05/06	06/07	07/08	08/09	09/10	10/11	11/12	12/13
	Actual	Actual	Actual	Actual	Actual	Projected	Projected	Projected	Projected	Projected
Revenue (\$000)										
Local Taxes	71,455	77,772	86,570	95,863	93,057	87,315	88,496	93,130	98,572	104,282
Intergovernmental	34,076	36,068	40,946	41,453	45,225	44,356	40,991	39,040	36,783	37,831
Building & Trades/ Planning & Zoning	2,643	3,459	5,506	5,969	6,479	5,142	4,237	5,581	6,958	7,462
Cultural and Recreation	5,114	5,010	4,961	5,294	6,157	6,230	6,408	6,751	6,807	6,860
Fines, Fees and Forfeitures	5,831	6,652	7,288	7,219	8,616	9,363	9,881	11,135	11,651	12,189
Business Licenses	1,079	1,185	1,202	1,331	1,333	1,507	1,498	1,534	1,570	1,606
Interest Income	2,764	2,969	4,794	7,437	9,839	3,000	3,000	2,618	2,459	2,366
Franchise Fees	1,505	1,678	1,867	2,693	3,425	3,830	3,927	4,206	4,416	4,637
Other Revenue Sources	2,731	3,633	5,418	4,462	4,011	3,594	5,009	5,204	5,204	5,007
Total Revenue	127,198	138,425	158,553	171,722	178,143	164,337	163,447	169,199	174,421	182,239
Expenditures (\$000)										
Personal Services	98,286	100,868	109,416	120,972	137,189	147,081	148,536	142,860	143,997	152,915
Materials and Supplies	6,417	6,811	7,866	8,783	9,180	8,193	8,302	7,516	7,841	8,188
Fees and Services	15,996	18,521	21,576	21,721	23,598	25,370	26,785	25,740	26,704	27,703
Travel and Training	647	649	720	824	799	653	620	628	645	661
Non-Departmental/Loan Repayment	3,405	4,310	3,652	4,431	4,661	4,803	4,996	3,634	3,495	3,583
Capital Outlay	3,287	2,002	3,116	4,670	2,721	1,247	3,685	2,195	2,252	2,308
Transportation										
Maintenance of Effort				1,035	955	1,035	1,035	1,035	1,035	1,035
Internal Services/ Adjustments	(7,656)	(6,896)	(6,511)	(6,224)	(8,492)	(7,797)	(8,069)	(8,134)	(8,345)	(8,554)
Total Expenditures	120,381	126,265	139,836	156,211	170,611	180,585	185,888	175,475	177,624	187,840
Net Operating Surplus/ (Deficit)										
	6,817	12,160	18,718	15,511	7,533	(16,248)	(22,442)	(6,276)	(3,204)	(5,601)



Trend/Forecast

At the beginning of the 2000's, annual operating surpluses started to decline as revenue growth slowed resulting from a national downturn in the economy. In addition, our share of locally distributed state income, sales and vehicle license tax revenue declined in FY 2001-02, due largely to state population growth outpacing that at the local level. This resulted in a brief period of operating deficit in the General Fund in FY 2002-03. Since that time and up until the current year, both the state and local economies experienced robust growth, resulting in operating surpluses in the General Fund as revenue growth outpaced that of expenditures.

Due to the state and national recession we are experiencing a sharp reversal of that trend. Local sales taxes are the primary revenue source for the General Fund, and are highly sensitive to economic trends. As such, FY 2008-09 collections are expected to drop by 7.7%. No improvement is expected in this category until FY 2010-11.

The next largest source of General Fund revenues is intergovernmental, which is comprised of state sales, income, and vehicle license taxes. As with local sales taxes, each of these categories is sharply negative due to the economic recession. Recovery is projected beginning in FY 2010-11, however, this will be offset by the negative impact of the 2010 Census on the revenue sharing distributions.

From an expenditure perspective, growth in employee compensation and benefit costs have traditionally been the largest components of growth. In prior years, the City's compensation philosophy would adjust the City's pay structure annually to a level equivalent to the 75th percentile of the regional municipal government sector, and would allow employee salary growth of up to 5% within the salary ranges. In light of the City's financial situation, annual salary adjustments have been suspended until FY 2012-13 in the forecast.

Also, growth in health care costs for employees and current retirees is anticipated to exceed 5% per year during the forecast in light of health care inflation and claims. These factors are anticipated to lead to a quickening in the pace of baseline expenditure growth.

As noted throughout this book, a series of budget reductions were implemented for FY 2009-10 to address the budget deficit. A number of budget reductions are also planned for FY 2010-11, including the elimination of an additional 72 positions. For planning purposes, the impact of these additional reductions is reflected in the General Fund forecast graph on the preceding page.

Unreserved Fund Balance

The General Fund's unreserved fund balance has grown from \$28.6 million just eleven years ago to \$44.6

million for FYE 2008. In addition, as part of the budget balancing efforts, a number of reserved portions of the General Fund balance were changed to unreserved status, including:

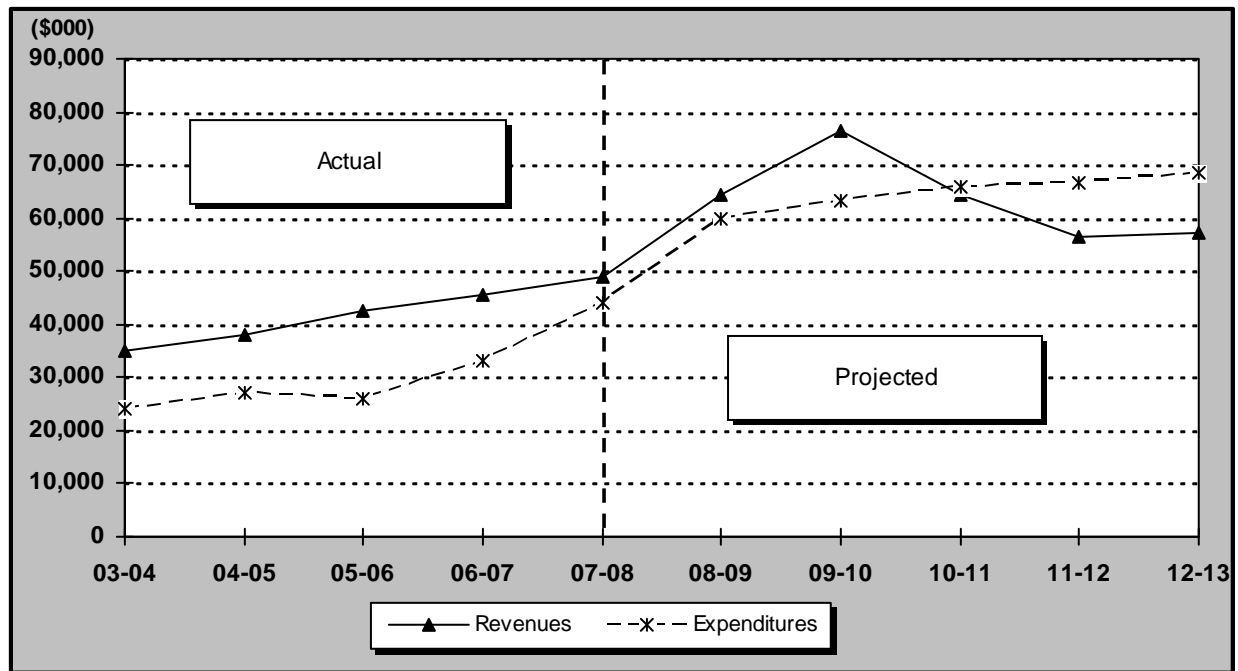
- Rainy Day reserve (\$10 million)
- Other Post Employment Benefits reserve (\$10 million)
- Compensated absences reserve (\$7 million)

Adding these amounts to the unreserved balance in FY 2008-09 brings the amount of available balances at the beginning of FY 2008-09 to \$71.6 million. This strong financial position provides a degree of flexibility in the timing of budget balancing measures. After applying available fund balances to the projected deficit, the unreserved balance in the General Fund exceeds the minimum policy level of 20%.

Additional budget balancing discussions will be required to maintain the balance within the policy level in future years of the forecast.

FYE	Unreserved Fund Balance
96	\$28,590,826
97	30,639,891
98	34,682,895
99	38,201,087
00	38,615,537
01	36,985,072
02	35,125,797
03	34,473,270
04	34,480,754
05	37,827,259
06	40,918,804
07	43,265,309
08	44,611,435

Transit Fund: Projected Revenue and Expenditures



	03/04	04/05	05/06	06/07	07/08	08/09	09/10	10/11	11/12	12/13
	Actual	Actual	Actual	Actual	Actual	Projected	Projected	Projected	Projected	Projected
Revenue (\$000)										
Transit Tax	26,741	28,848	32,440	34,971	32,450	29,957	29,957	30,931	32,865	34,895
Lottery Transfer In	282	274	266	257	254	234	233	214	204	194
ASU-Flash Transit	481	478	496	529	581	610	677	638	657	677
Interest Income	778	1,410	1,320	1,142	960	228	212	212	212	212
Light Rail Fares						951	2,608	2,699	2,793	3,052
Out of Jurisdiction Service Revenue	5,671	5,936	6,536	7,897	8,674	11,991	9,619	11,202	11,545	13,004
FTA Light Rail Reimbursements					5,518	18,020	30,149	14,245	3,932	
PTF Funding						1,631	2,262	3,280	3,380	4,300
Miscellaneous Revenue	1,090	922	1,462	888	641	713	813	970	1,016	1,066
Total Revenue	35,043	37,868	42,521	45,684	49,078	64,335	76,530	64,391	56,604	57,401
Expenditures (\$000)										
Personal Services	1,785	1,930	2,294	2,543	3,292	3,600	4,651	4,678	4,703	4,945
Materials and Supplies	1,550	1,781	1,870	2,082	3,251	5,146	5,289	5,422	5,563	5,702
Fees and Services	20,177	22,467	19,986	23,231	30,844	43,384	42,950	45,434	46,030	47,501
Travel and Training	19	17	36	43	29	42	33	34	35	36
Capital Outlay	24	182	190	140	123	84	35	35	35	35
Debt Service			594	4,045	5,518	6,362	8,977	8,970	8,964	8,958
Internal Service Charges	237	243	314	310	317	489	565	556	571	585
Indirect Cost Allocations	428	437	696	847	808	622	656	673	690	708
Total Expenditures	24,222	27,057	25,979	33,241	44,183	59,731	63,157	65,802	66,590	68,469
Net Operating Surplus/ (Deficit)										
	10,821	10,811	16,542	12,444	4,895	4,604	13,373	(1,410)	(9,985)	(11,068)



Trend/Forecast

Since the Transit Tax is a component of the overall City sales tax, the declining trend projected in General Fund sales tax revenue is mirrored in the Transit Fund. Revenues exceed expenditures in the near-term solely due to the receipt of large federal reimbursements for capital program spending.

The pattern of growth reflected in the expenditure estimates relies upon the 20-Year Transit Business Plan and the assumptions made in that plan regarding the expansion of routes, the acquisition of new buses, and the implementation of a light rail system, and debt service for debt issued in the Capital Improvements Program.

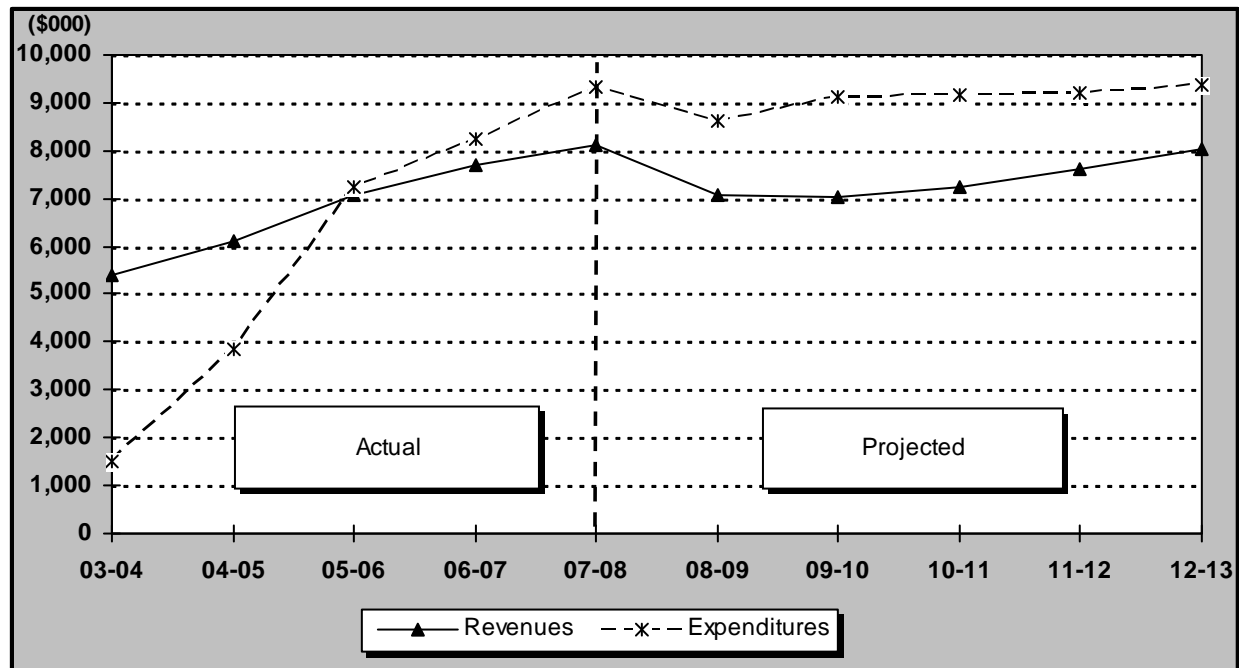
Given projected revenue growth and operating profile, the forecast is for the fund to be in a deficit condition beginning in FY 2011-12 and continuing thereafter. In light of this, budget balancing efforts will be pursued for the FY 2010-11 budget and beyond.

Unreserved Fund Balance

The Transit Fund's unreserved fund balance has gone from \$18.4 million in FY 1997-98 to \$13.9 million at the end of FY 2007-08. Receipt of one-time federal reimbursements will lead to balance growth in the near-term, however over the long-term balances are forecast to decline due a structural operating deficit.

FYE	Unreserved Fund Balance
97	\$8,552,661
98	18,437,544
99	19,946,528
00	20,958,629
01	29,318,960
02	40,943,760
03	48,999,032
04	42,109,647
05	29,567,749
06	41,826,902
07	38,184,626
08	13,914,871

Performing Arts Fund: Projected Revenue and Expenditures



	03/04	04/05	05/06	06/07	07/08	08/09	09/10	10/11	11/12	12/13
	Actual	Actual	Actual	Actual	Actual	Projected	Projected	Projected	Projected	Projected
Revenue (\$000)										
Performing Arts Tax	5,280	5,768	6,480	7,008	6,820	6,295	6,295	6,500	6,906	7,333
Facility Revenue					662	540	555	573	592	611
Interest Income	98	335	574	692	645	255	183	149	121	97
Total Revenue	5,378	6,103	7,054	7,700	8,127	7,090	7,033	7,221	7,618	8,041
Expenses (\$000)										
Personal Services	203	194	337	545	1,579	1,645	2,144	2,150	2,174	2,305
Materials and Supplies	1	16	65	853	797	125	140	143	147	151
Fees and Services	43	54	84	538	754	601	520	542	564	588
Travel and Other	2	5	9	9	4	3	4	4	4	4
Capital Outlay			158	108	38					
Debt Service	1,234	3,572	6,295	6,059	6,014	6,023	6,016	6,026	6,028	6,025
Internal Service Charges	22	20	287	123	150	235	292	299	307	315
Total Expenses	1,504	3,861	7,235	8,235	9,335	8,631	9,116	9,164	9,224	9,388
Net Operating Surplus/ (Deficit)										
	3,874	2,243	(180)	(535)	(1,208)	(1,541)	(2,084)	(1,943)	(1,606)	(1,347)

Performing Arts Fund



Trend/Forecast

The Performing Arts Fund receives its primary revenue from the Performing Arts Tax. This specific tax, approved in May 2000 and effective January 2001, represents 0.1% of the City's total 1.8% sales tax collected. Monies received from this tax are dedicated to the construction and operating expenses of the Tempe Center for the Arts.

Since the Performing Arts Tax is a component of the overall City sales tax, the negative growth trend projected in General Fund sales tax revenue is mirrored in the Performing Arts Fund.

The other main component of current revenue is interest earnings. These earnings fluctuate with changes in the fund balance and the City's investment portfolio. Beginning in FY 2007-08 the fund began to receive revenue from programming at the facility. This revenue stream is expected to grow moderately through the end of the forecast period.

The expenditure growth pattern reflects the opening of the Tempe Center for the Arts (TCA) in September of 2007. In FY 2005-06, 19 new full-time positions and related capital equipment were added to prepare for the full-time operation of the TCA. These costs represent the operating impacts of this capital project as identified in prior years' Capital Improvements Programs. An equally significant expenditure item is the annual cost of debt service to amortize the bonds issued to build TCA.

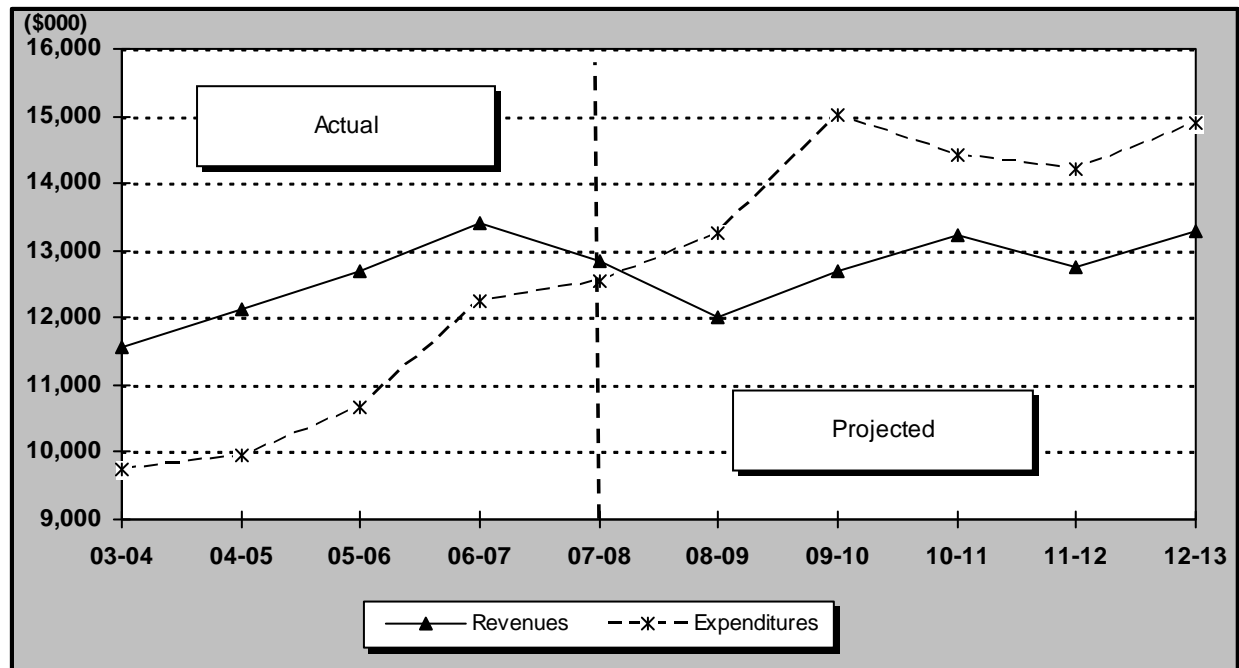
As a result of the ongoing expenditure growth and the decline in the sales tax base, the forecast is for ongoing operating deficits. In light of this, future efforts will be necessary to adjust expenditures to ensure future fund solvency.

Unreserved Fund Balance

The Performing Arts Fund's reserved balance has steadily grown since the fund's inception in FY 2001-02. This trend is consistent with the fund's financial plan, and the fund balance in future years will be tapped to cover differences between revenues and expenditures.

FYE	Unreserved Fund Balance
02	\$7,116,094
03	10,865,891
04	14,339,689
05	14,255,302
06	15,064,184
07	14,865,175
08	9,635,775

Transportation Funds: Projected Revenue and Expenditures



	03/04	04/05	05/06	06/07	07/08	08/09	09/10	10/11	11/12	12/13
	Actual	Actual	Actual	Actual	Actual	Projected	Projected	Projected	Projected	Projected
Revenue (\$000)										
Highway User Revenue Tax	10,985	11,533	11,224	11,854	11,387	10,501	11,026	11,577	11,102	11,657
State Lottery Proceeds	846	821	799	771	762	708	705	648	618	588
Miscellaneous		43	68	10	1	1	180	185	189	194
Maintenance of Effort Transfer			870	1,035	955	1,035	1,035	1,035	1,035	1,035
Lottery Transfer to Transit	(282)	(274)	(266)	(257)	(254)	(234)	(251)	(214)	(204)	(194)
Total Revenue	11,549	12,123	12,694	13,413	12,851	12,011	12,695	13,231	12,741	13,280
Expenditures (\$000)										
Personal Services	3,470	3,700	4,107	4,112	4,821	5,031	5,430	5,555	5,609	5,904
Materials and Supplies	433	467	533	513	537	583	583	598	614	629
Fees and Services	1,460	1,682	1,736	1,897	1,901	2,283	2,434	2,495	2,560	2,624
Travel and Training	15			24	47	24	28	29	30	31
Capital Outlay	503	189	330	361	140	426	1,259	402	325	576
Debt Service	2,000	2,000	2,000	2,770	2,770	2,770	2,770	2,770	2,770	2,770
Loan Repayment	310	310	310	310	310	310	310	310		
Internal Service Charges	883	853	1,036	1,226	1,212	1,178	1,267	1,299	1,333	1,366
Indirect Cost Allocations	682	746	619	1,025	813	663	927	950	974	999
Total Expenditures	9,756	9,946	10,670	12,237	12,551	13,268	15,009	14,408	14,214	14,898
Net Operating Surplus/ (Deficit)										
	1,792	2,177	2,024	1,176	300	(1,257)	(2,314)	(1,177)	(1,473)	(1,618)



Trend/Forecast

The primary revenue source to this fund is the intergovernmental distribution of the Highway User Revenue Tax. This tax derives the bulk of its monies from a per gallon charge on gasoline consumption. Consistent with the state recession, it is expected that gasoline sales will be moderate over the forecast period. Also, as with other intergovernmental revenue, this state shared revenue is distributed based on population. As such Tempe's share is expected to decline due to our stable population relative to the state as a whole.

Deficits are projected in each year of the forecast period. One approach now in place to minimize operating deficits is to cap debt service at payments of \$2.7 million for the remainder of the forecast period. Any excess General Obligation debt service requirements beyond this cap will be absorbed by the Debt Service Fund during the five-year period. Over the longer term, we will need to monitor the level of General Obligation tax supported debt applied to Transportation projects and the resulting impact on the Debt Service Fund, being aware that opportunities for pay-as-you-go financing of capital projects will be limited.

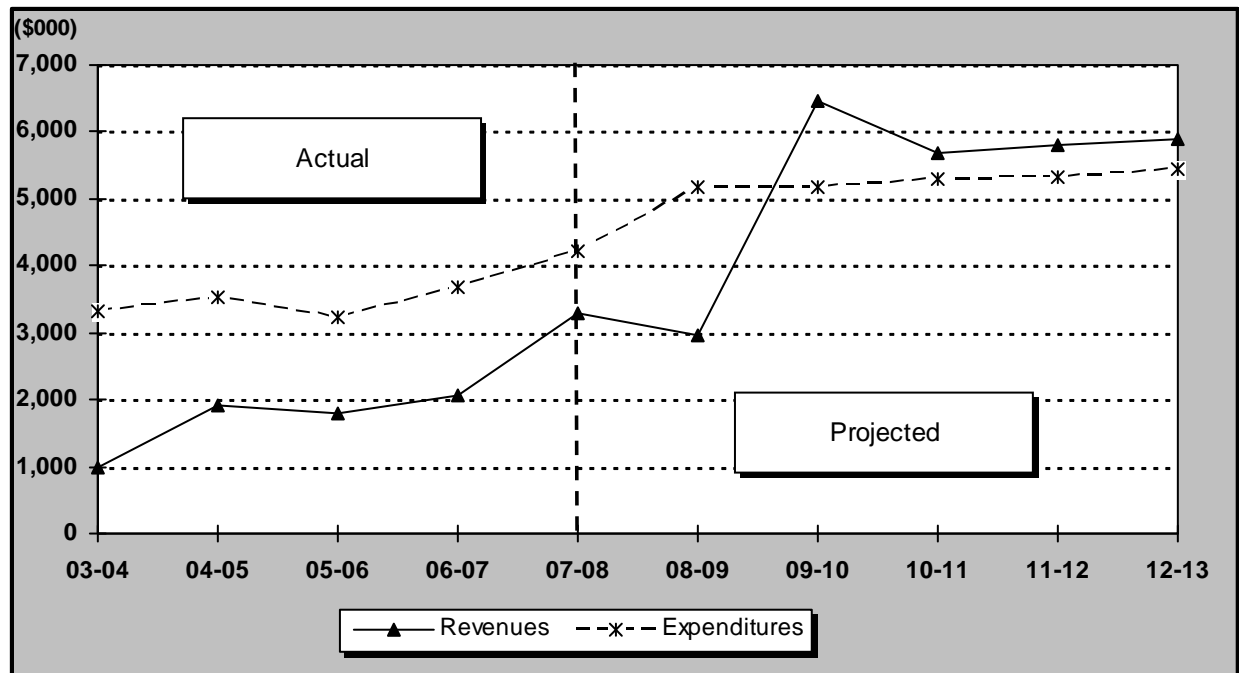
In light of the structural deficit in this fund, budget balancing efforts will be necessary to bring future revenues and expenditures into balance.

Unreserved Fund Balance

Transportation Fund balances have recovered somewhat from the lows experienced a few years ago. While the unreserved fund balance is at its highest point at FYE 2008, it is likely that the balance will decline in light of the projected operating deficits.

FYE	Unreserved Fund Balance
96	\$3,300,576
97	3,326,715
98	4,092,879
99	5,792,212
00	7,592,808
01	8,444,881
02	9,254,027
03	7,325,855
04	8,010,238
05	11,053,146
06	9,371,295
07	11,338,081
08	12,807,834

Rio Salado and Community Facilities District (CFD) Funds



	03/04	04/05	05/06	06/07	07/08	08/09	09/10	10/11	10/12	12/13
	Actual	Actual	Actual	Actual	Actual	Projected	Projected	Projected	Projected	Projected
Revenue (\$000)										
Sales Tax	341	309	580	797	1,397	1,200	1,250	1,285	1,359	1,443
Property Tax	62	68	66	74	122	165	175	182	190	198
Transient Lodging Tax	136	182	219	240	275	250	300	307	314	322
Interest Revenue	135	149	171	200	204	126	3,029	2,181	2,187	2,187
Sale of Real Estate		789								
Other Revenue	74	111	128	160	169	166	164	164	164	164
CFD Revenue	226	315	639	579	1,112	1,044	1,557	1,568	1,579	1,590
Total Revenue	975	1,923	1,804	2,051	3,279	2,951	6,475	5,686	5,792	5,903
Expenditures (\$000)										
Personal Services	577	589	614	793	1,942	1,993	2,032	2,116	2,109	2,195
Materials and Supplies	15	17	27	17	83	138	149	153	157	161
Fees and Services	481	546	687	828	507	643	648	664	682	699
Travel and Training	3	5	2	5	3	4	5	5	5	5
Capital Outlay	10	96								
Internal Service Charges	260	245	215	414	343	609	593	608	624	639
CFD Administrative Credit	(365)	(396)	(419)	(414)	(1,263)	(1,365)	(1,445)	(1,481)	(1,520)	(1,558)
CFD Operating and Maintenance	2,335	2,431	2,118	2,042	2,602	3,158	3,195	3,227	3,259	3,292
Total Expenditures	3,316	3,533	3,244	3,686	4,216	5,180	5,177	5,291	5,316	5,433
Net Operating Surplus/ (Deficit)										
	(2,342)	(1,610)	(1,441)	(1,635)	(937)	(2,229)	1,298	394	476	470



Trend/Forecast

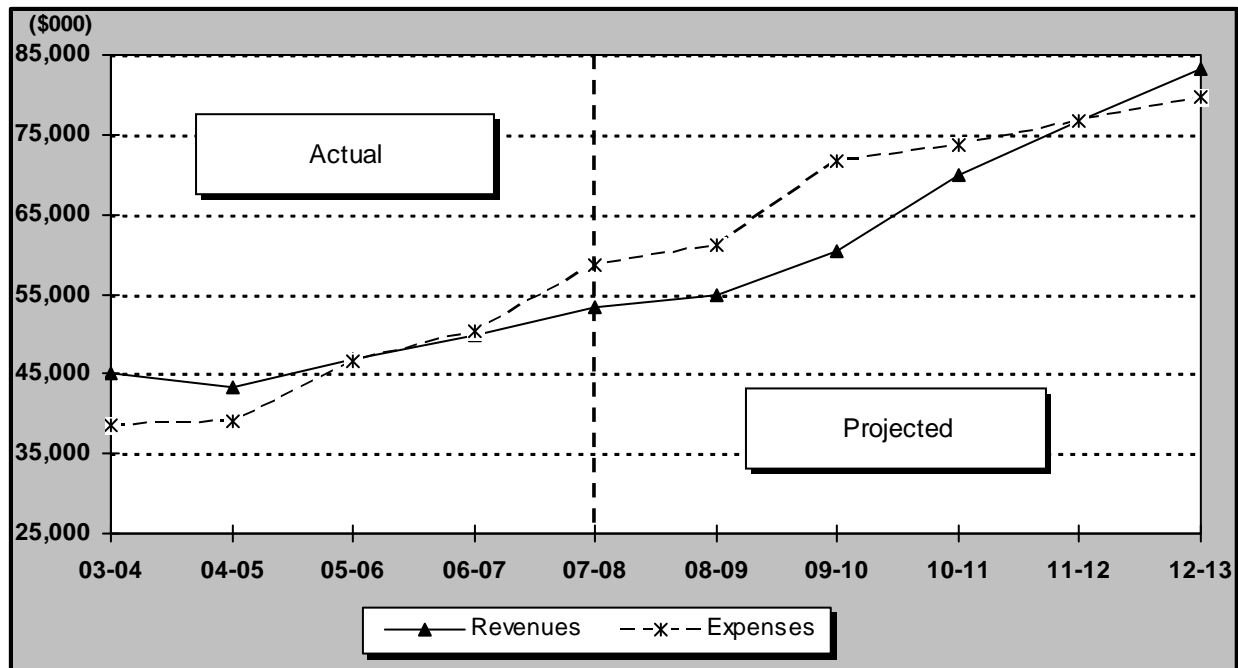
The largest revenue source, tax revenue, is highly responsive to changes in economic activity. The financial health of this fund is dependent on the nature of development in Rio Salado. Urban development will increase tax revenue. Community Facilities District revenue includes assessment collections from property owners and boat permits, concessions, and special event fees. Fund revenues exceed revenues in the forecast period due to interest payments associated with the delayed payment of proceeds from the sale of land in the Rio Salado district.

Unreserved Fund Balance

The unreserved fund balance reached a high of \$5.2 million in FY 1998-99. The variation depicted in the unreserved fund balance is due to planned drawdowns to fund capital and land purchase costs. Although the unreserved fund balance is nearly exhausted, the Rio Salado and Community Facilities District Funds still had a designated fund balance reserve in the General Fund of \$4,192,390 for operating and maintenance costs as of June 30, 2008.

FYE	Unreserved Fund Balance
97	\$1,138,546
98	4,480,474
99	5,220,120
00	1,282,512
01	5,032,088
02	2,062,140
03	0
04	0
05	0
06	467,735
07	287,458
08	900,297

Water/Wastewater Fund: Projected Revenues and Expenses



	03/04	04/05	05/06	06/07	07/08	08/09	09/10	10/11	11/12	12/13
	Actual	Actual	Actual	Actual	Actual	Projected	Projected	Projected	Projected	Projected
Revenue (\$000)										
Charges for Service-Water	26,183	24,446	26,367	26,714	28,146	29,747	31,672	35,379	39,470	43,953
Charges for Service-Wastewater	16,857	16,248	18,025	19,462	20,933	22,713	26,964	32,871	35,794	37,812
Interest Income	942	1,506	1,609	2,485	3,355	1,787	1,143	952	886	888
Land and Facility Rental	520	520	519	520	520	520	520	548	554	561
Loan Repayment	146	130	114	97	79	60	41	21		
Other Miscellaneous Rev.	492	550	241	666	254	63	55	55	55	56
Total Revenue	45,140	43,400	46,875	49,943	53,287	54,890	60,395	69,825	76,759	83,270
Expenses (\$000)										
Personal Services	11,234	11,611	12,451	13,265	15,454	14,667	17,226	17,064	17,447	18,346
Materials and Supplies	1,650	2,872	2,811	3,565	3,870	3,459	3,489	3,309	3,395	3,480
Fees and Services	10,850	10,426	14,334	12,441	12,559	12,040	15,635	14,067	14,355	14,650
Travel and Training	109	109	124	215	173	105	137	140	144	147
Debt Svc Intrst/Fiscal Agent Fees	11,341	10,355	13,200	16,747	22,413	26,425	30,851	34,757	36,853	38,528
Internal Service Charges	1,388	1,609	1,892	2,526	2,208	1,933	2,170	2,154	2,210	2,265
Indirect Cost Allocations	1,876	2,176	1,825	1,516	1,847	2,434	2,146	2,199	2,256	2,313
Total Expenses	38,449	39,157	46,636	50,275	58,524	61,064	71,654	73,690	76,661	79,729
Net Operating Surplus/ (Deficit)										
	6,691	4,243	239	(331)	(5,237)	(6,174)	(11,259)	(3,864)	98	3,541

Water/Wastewater Fund



Trend/Forecast

The Water/Wastewater Fund is projected to experience an operating deficit in the earlier years of the forecast period, followed by a surplus beginning in FY 2011-12. This is due to a combination of factors. On the expenditure side, utility costs and debt service associated with expansion of the Capital Improvements Program are principal drivers of future cost.

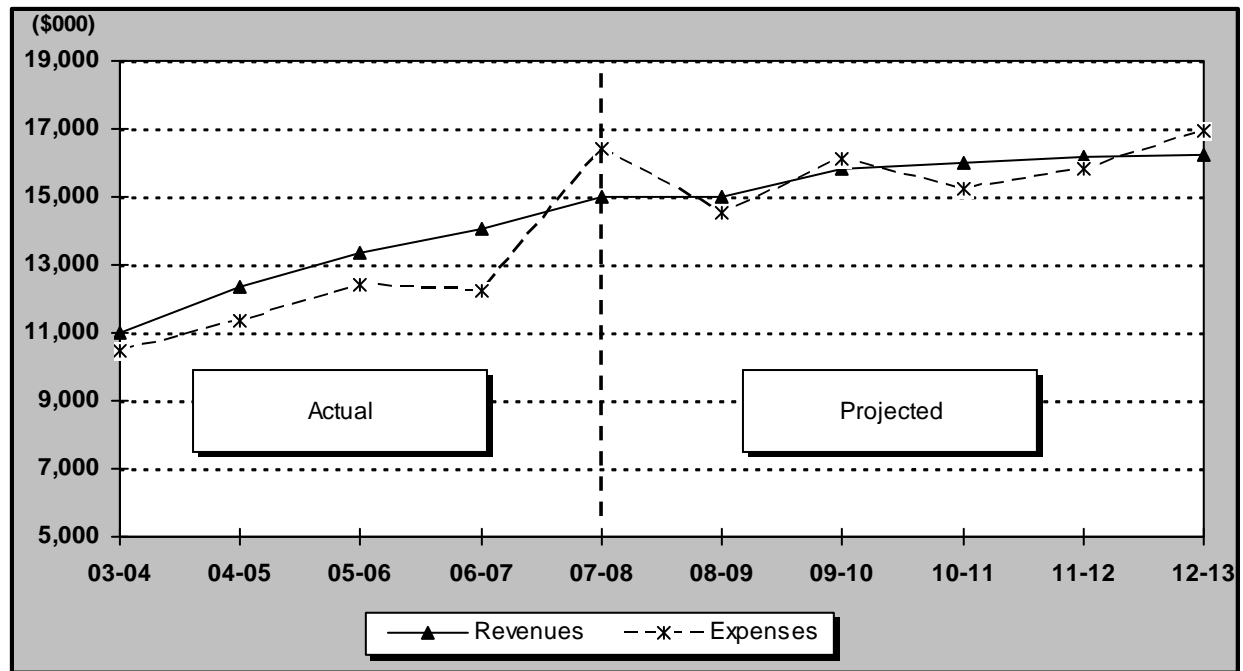
On the revenue side, water and sewer service charges are the primary revenue sources. Since the number of customer accounts grows at a very slow pace due to a stable population, the primary mechanism to enhance revenue for the enterprise fund is rate increases. A rate increase is planned for November 2009. The forecast assumes that rates will be increased in future years as necessary to bring revenues in line with expenses.

Unreserved Fund Balance

During the early 1990's there was a drawdown of Water/Wastewater Fund balances resulting from pay-as-you-go financing for infrastructure improvements. These fund balances have since been built back up to \$50.6 million at FYE 08.

FYE	Unreserved Fund Balance
96	\$33,746,270
97	36,796,384
98	41,020,060
99	55,159,498
00	56,434,920
01	55,717,922
02	59,841,408
03	58,958,188
04	58,790,163
05	60,752,643
06	65,560,342
07	55,628,214
08	50,599,282

Solid Waste Fund: Projected Revenue and Expenses



	03/04	04/05	05/06	06/07	07/08	08/09	09/10	10/11	11/12	12/13
	Actual	Actual	Actual	Actual	Actual	Projected	Projected	Projected	Projected	Projected
Revenue (\$000)										
Charges for Services	10,870	11,839	12,749	13,626	14,456	14,775	15,651	15,848	15,943	16,038
Sludge Disposal	145	119	151	62	86					
Interest Income	9	39	83	175	218	126	77	77	109	96
Other Revenue Sources		328	399	172	232	88	100	100	100	100
Total Revenue	11,024	12,325	13,382	14,035	14,993	14,990	15,829	16,025	16,152	16,234
Expenses (\$000)										
Personal Services	3,516	3,899	3,914	4,302	4,611	4,848	5,120	5,413	5,706	6,011
Materials and Supplies	246	227	268	146	206	188	192	196	199	203
Fees and Services	3,159	3,266	3,258	3,414	3,548	3,694	4,138	4,258	4,382	4,509
Internal Service	1,641	1,699	2,383	2,370	2,505	2,959	3,014	3,071	3,130	3,186
Indirect Cost Allocations	610	918	618	617	646	832	848	864	880	896
Total Expenses	10,230	10,912	11,413	11,837	12,413	13,678	14,500	15,060	15,737	16,416
Net Operating Surplus/ (Deficit)										
	319	112	912	1,545	1,622	996	414	(45)	(625)	(1,204)



Trend/Forecast

With the FY 2000-01 shortfall in this fund, solid waste rates were modified in November 2001 to fully recover the cost of the solid waste operation and replacement obligations. Since then, rate increases have been implemented three out of the past four years, with the increases to industrial, commercial, and residential rates occurring on November 1, 2008 and 2009. These rate increases have kept fund revenues generally in line with fund expenses. However, a deficit is projected beginning in FY 2010-11, indicating that additional steps may be necessary to maintain the fund's financial position.

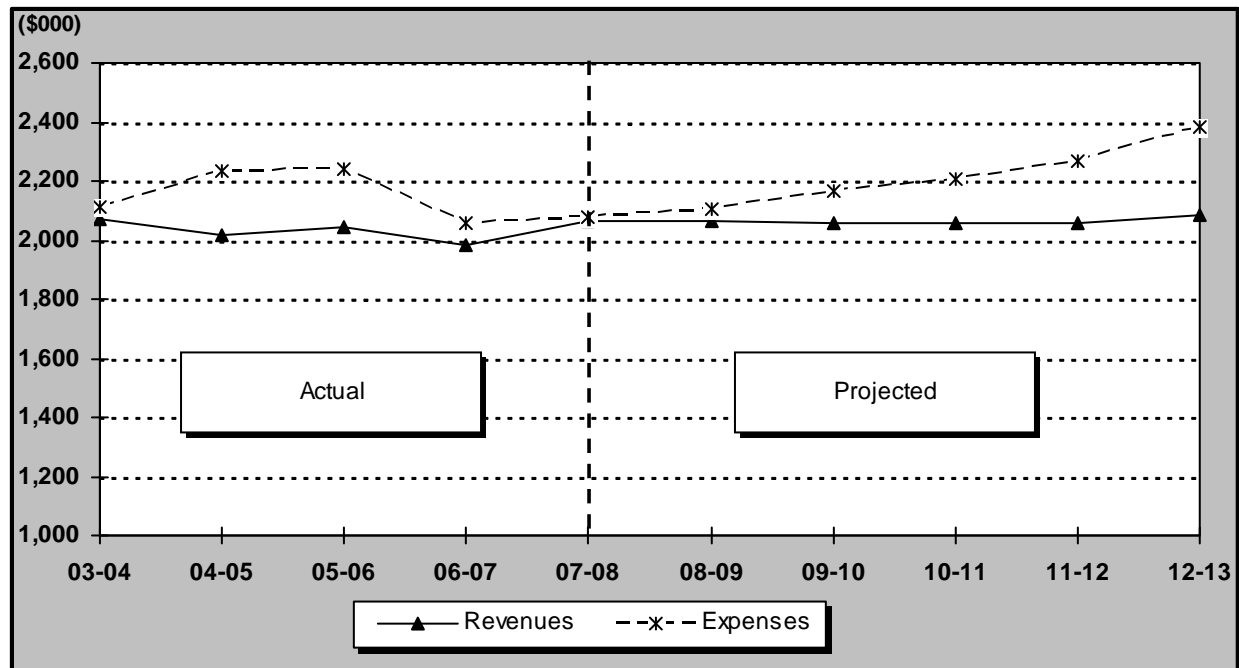
Solid waste rates are subject to annual rate reviews to ensure that the fund remains fully self-sufficient and to smooth the effect of potential rate adjustments on the City's residential and commercial customers.

Unreserved Fund Balance

There is a \$3.9 million fund balance in the Solid Waste Fund at FYE 2008. With environmental mandates always present, this enterprise operation will require as much financial flexibility as possible for contingent compliance driven costs.

FYE	Unreserved Fund Balance
96	\$1,135,131
97	1,623,386
98	1,979,294
99	2,168,155
00	1,162,872
01	451,358
02	20,065
03	469,027
04	1,138,305
05	2,226,136
06	3,019,582
07	4,895,596
08	3,888,080

Golf Fund: Projected Revenue and Expenses



	03/04	04/05	05/06	06/07	07/08	08/09	09/10	10/11	11/12	12/13
	Actual	Actual	Actual	Actual	Actual	Projected	Projected	Projected	Projected	Projected
Revenue (\$000)										
Greens Fees	1,801	1,746	1,750	1,689	1,653	1,742	1,742	1,742	1,742	1,742
Pro Shop/Restaurant	219	208	221	223	331	253	253	254	255	280
Interest Income	8	14	16	19	14	6	4			
Other Revenue Sources	40	50	55	51	65	61	61	61	61	61
Total Revenue	2,068	2,019	2,041	1,983	2,064	2,062	2,060	2,058	2,059	2,084
Expenses (\$000)										
Personal Services	1,057	1,050	988	1,005	1,098	1,215	1,247	1,270	1,306	1,371
Materials and Supplies	271	286	256	249	250	218	223	229	235	241
Fees and Services	314	372	456	307	367	379	400	411	424	436
Depreciation	4	17	59		5	6				23
Debt Service Interest	152	148	153	152	2					
Contingency	109	153	141	148	187	150	167	169	174	178
Internal Service Charges	206	210	188	195	170	139	126	129	132	135
Indirect Cost Allocations	278	206	210	188	195	170	173	177	180	183
Total Expenses	2,114	2,236	2,240	2,056	2,078	2,106	2,163	2,208	2,270	2,384
Net Operating Surplus/ (Deficit)										
	(46)	(217)	(199)	(73)	(15)	(44)	(103)	(151)	(211)	(301)



Trend/Forecast

Over the forecast period we expect revenue growth to generally follow the historical patterns, although other unpredictable factors such as weather conditions and competition from other courses in the valley may improve or worsen usage of the municipal golf courses. The Golf Fund has been experiencing an operating deficit condition since FY 1999-00. As with the City's other self-supporting Enterprise operations, annual rate reviews are conducted of the Golf Fund. In addition, due to ongoing operating shortfalls, special attention has been given to operating cost reductions and review of contracts with Golf program vendors to ensure future fund viability.

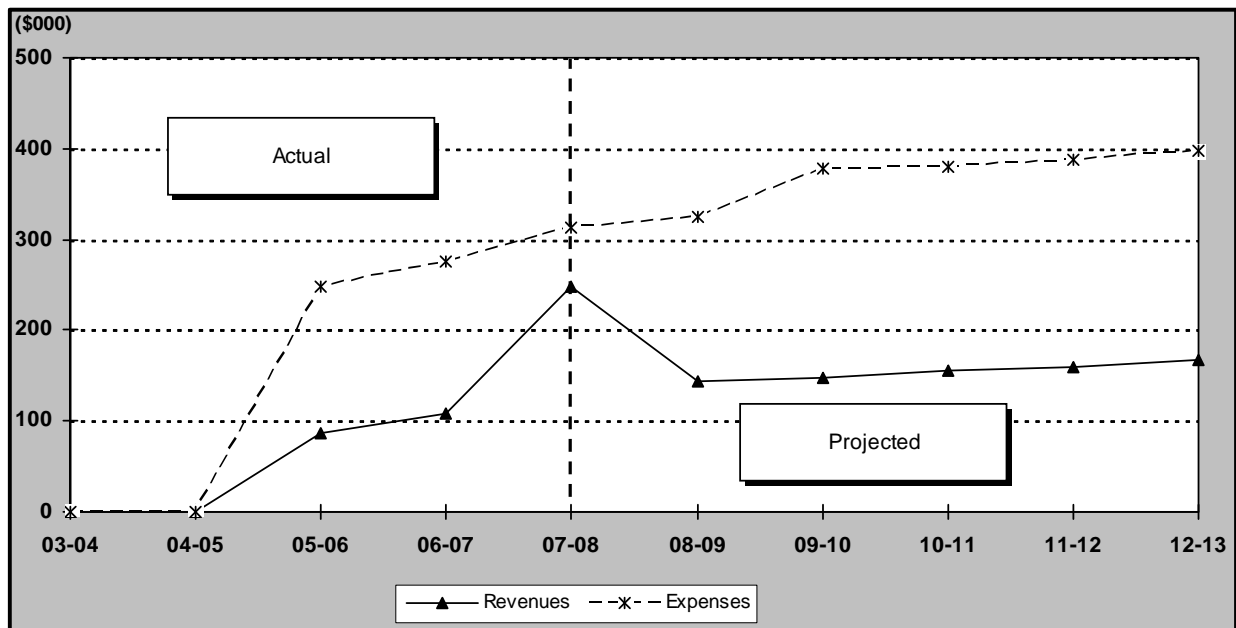
In general, the fund is experiencing growing expenses and flat revenues. As with other funds, budget balancing planning will take place in the coming months to bring expenses in line with revenues.

Unreserved Fund Balance

After six consecutive years of fund balance losses, the trend was reversed, at least in the short-term. In FY 1995-96, increased rounds of play bolstered the reserve to over \$350,000. Growth in the balance continued through FY 1998-99, at which point weakness in the golf industry combined with rising operating costs resulted in ongoing operating deficits. This balance built in the earlier years has provided some flexibility as solutions for future fund stability are sought.

FYE	Unreserved Fund Balance
95	\$50,000
96	351,158
97	896,542
98	1,397,897
99	1,638,174
00	1,538,156
01	893,591
02	791,701
03	680,101
04	604,703
05	540,158
06	468,457
07	263,853
08	217,821

Cemetery Fund: Projected Revenue and Expenses



	03/04	04/05	05/06	06/07	07/08	08/09	09/10	10/11	11/12	12/13
	Actual	Actual	Actual	Actual	Actual	Projected	Projected	Projected	Projected	Projected
Revenues (\$000)										
Lot Sales & Burial	0	0	10	12	225	135	139	145	149	155
Lot Care	0	0	9	6	7	8	8	10	10	12
Interest Income	0	0	68	91	16	0	0	0	0	0
Total Revenues	0	0	87	109	248	143	147	155	159	167
Expenses (\$000)										
Personal Services	0	0	23	66	106	104	152	156	160	168
Materials and Supplies	0	0	1	1	13	22	22	23	23	24
Fees and Services	0	0	0	1	7	7	7	7	7	8
Capital Outlay	0	0	0	19	0	0	0	0	0	0
Debt Service	0	0	202	180	177	179	181	178	180	181
Internal Service Charges	0	0	4	1	0	4	5	5	5	5
Indirect Cost Allocations	0	0	17	8	10	9	10	11	11	11
Total Expenses	0	0	248	276	313	325	378	380	387	398
Net Operating Surplus/ (Deficit)	0	0	(161)	(167)	(65)	(182)	(231)	(225)	(227)	(231)
Ending Fund Balance						(675)	(906)	(1,132)	(1,359)	(1,590)

Cemetery Fund



Trend/Forecast

The Cemetery Fund was established to operate as a self supporting fund that utilizes revenues from burial lot sales to finance all costs of operation. Since fund inception, sales have continued to fall short of expectations and have not been sufficient to pay for operations. As a result, the fund has not accumulated a balance and is projected to experience annual deficits through the forecast period.

Debt service requirements associated with a FY 2004-05 renovation continue to be the fund's largest annual expense.

Unreserved Fund Balance

Due to historical annual operating deficits, the Cemetery Fund has not accumulated a fund balance, and annual losses continue to be covered by the General Fund.

FYE	Unreserved Fund Balance
06	0
07	0
08	0



Recommended Plan of Action

Several recommendations are offered as key elements of a financial action plan, which can be implemented to meet future operating and infrastructure fiscal challenges. Many recommendations are intended to adjust expenditure growth to keep the rate of expenditure growth in line with anticipated revenue growth.

- **Budget Balancing Plans**

Continue to utilize a multi-year approach to bring all City operating funds into stable operating condition, using a combination of revenue and expenditure methods while minimizing impacts on residents to the extent possible.

- **Expenditure Control/Supplemental Limits**

Decreasing personnel growth has the advantage of providing both near-term benefits and long-term expenditure control for the City. The addition of personnel has a greater fiscal impact on a fund than any other type of budget appropriation. Any successful effort to control spending in the General Fund or any of our funds will need to be directed at slowing or decreasing the growth in personnel and associated costs.

We recommend a continued annual evaluation of an appropriate General Fund supplemental limit, with consideration given to our long-range revenue and expenditure forecasts and how various supplemental scenarios will affect our long-term financial condition.

- **Modified Base Budget Plan**

Continuation of a modified base budget review program is recommended. This entails a review of departmental base budgets, with the size of modifications linked directly to financial forecasts. Modified base budgets incorporate historical spending patterns, price adjustments, and long-range forecasts, thereby limiting budgetary growth within departments.

- **Continue to Limit Midyear Adjustments**

Even as the City effectively manages supplemental additions through the normal budget process, there is a tendency to circumvent this process for additional midyear appropriations and personnel, often with little or no needs assessment, fiscal impact analysis or prioritization with other budgetary needs. The fiscal impact of these midyear adjustments poses a risk to careful long-range financial planning and should be discouraged except under unusual circumstances where an adjustment is warranted.

- **Adhere to Debt Management Plan**

Continued commitment to the Debt Management Plan is strongly recommended. Sizing the City's Capital Improvements Program budget to the Debt Management Plan will stabilize per capita outstanding tax-supported debt while lowering annual debt service

costs. This will also help to preserve our sound financial standing and bond ratings. Adoption of the Debt Management Plan has been one of the most significant financial decisions over the last decade.

- **Comprehensive Financial Plan**

The Comprehensive Financial Plan, along with the Debt Management Plan, have served as the cornerstones of the long-term fiscal strength of the City. We recommend a continued update of this financial capacity study to provide a long-term perspective to the policy decisions of today.

- **Identify and Limit CIP Operating Budget Impacts**

In addition to establishing a viable supplemental limit, identifying the operating budget impact of Capital Improvements Program (CIP) projects is a significant factor in achieving control over expenditure growth. We recommend continued efforts to refine the process of identifying these impacts and ensuring that provisions are made in operating budgets for these impacts as CIP projects are approved.

- **Financial Policies**

Continued adherence to our operating budget, debt service, capital expenditure and investment policies, while maintaining ample fund balances and reserves, is the best strategy the City has to ensure its sound fiscal position. These policies require periodic review to strengthen and update as necessary. The point here is to warn against "creative finance" solutions and the underlying impacts these solutions may have on the City in the longer term.

- **Protect State Shared Revenue**

It is recommended that we continue our efforts in coalition with the League of Arizona Cities and Towns to protect state shared revenue. They are very likely to continue to be at risk over the next few years. A freeze of state shared revenue or a significant change in distribution methodologies could pose a costly financial risk to General Fund and Transportation Fund revenue.

- **Economic Development/Redevelopment**

A further recommendation is to continue improving our economic development and redevelopment efforts to increase property valuation, commercial growth and job growth in the City. Effective decision-making on economic development and redevelopment will require us to evaluate the relative merits of development projects, placing emphasis on those adding the greatest value for Tempe's residents.

- **Review Benefits Program**

We recommend that the City explore employee benefit options to ensure that Tempe's benefits package remains competitive with other valley cities. On the other hand, the City must also explore alternative means of minimizing expected increases in health care costs, both employee and retiree.

- ***Rio Salado Financial Plan***

We recommend the continuation of the Rio Salado Project Financial Plan which addresses operating, maintenance costs and debt service requirements. The City has created a Community Facilities District, a legal entity with assessment and taxing authority, that will provide part of the financial strategy.

- ***Transit Plan***

With voter approval of a dedicated funding source for transit and the expansion of transit services, the City has created a 20-year Transit Business Plan. Also, Transit has developed an extensive benchmarking program in conjunction with the Transit Advisory Committee to evaluate services and assist in long-range planning. Both the Transit Plan and the benchmarking effort are valuable tools in the City's continued provision of transit service and should be regularly updated.

- ***Water/Wastewater Infrastructure Costs***

Careful financial planning will be required to address the increasing capital costs associated with water infrastructure and sewage treatment, primarily at the regional 91st Avenue Plant. We recommend a financial plan that minimizes sudden spikes in rates and controls expenditure growth.

- ***Regular Review of City Fees and Charges***

Incremental increases in City fees and charges maintain the City's ability to keep pace with inflation. The City's long-term revenue outlook should include regular review of all City fees to ensure cost recovery as allowed by Council policy.

- ***Program Sunsetting***

We recommend that the City continue, through the budgetary process, the annual sunset review program. This program facilitates a review of all existing citywide programs, using evaluation criteria to serve as guides in considering the merits of sunseting an existing program.

- ***Strategic Issues Program***

The Strategic Issues Program provides a link between the City's budget process (resource allocation) and the long-term goals of the City. The strategic issues are periodically updated and refined. Where relevant, departmental budget requests are linked to the City Council's Strategic Issues. This gives direction to the budget process and a clearer rationale for resource allocation decisions. We recommend a continuation of this process and further reinforcement of the value in linking budget requests to strategic issues.

- ***Benchmarking/Competitive Analysis***

We recommend that the City continue its efforts in benchmarking and competitive analysis. These activities will provide the City with opportunities to evaluate and improve service delivery while enhancing accountability to the residents.



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	<u>Page</u>
Performance Budget Summary	94
Per Capita Performance Budget	95
Performance Benchmarking	96
City Organizational Chart	97
Mayor and Council	98
City Manager	100
Internal Audit	101
Diversity Program	102
Community Relations	104
Administration/Mayor's Office and Council Staff	105
Government Relations	106
Neighborhood Services	107
Communication and Media Relations	108
City Clerk	109
City Court	110
Human Resources	112
Tempe Learning Center	114
City Attorney	116
Financial Services	118
Administration and Budget	120
Accounting	121
Risk Management	122
Procurement	123
Tax and License	124
Customer Services	125
Information Technology	126
Development Services	130
Community Development	132
Administration/Economic Development	134
Revitalization/Redevelopment	135
Rio Salado	137
Police	138
Office of the Chief	139
Patrol	140
Support Services	141
Investigations	142
Fire	144
Administration and Fire Prevention	146
Emergency/Medical Services	147
Training/Professional Development	148
Homeland Security/Special Operations	149
Support Services/Personnel Safety	150
Community Services	152
Administration	153
Library	154
Cultural Services	155
Social Services	156
Parks and Recreation	158
Administration	159
Parks Services	160
Recreation Services	162
Public Works	164
Administration	166
Engineering	167
Field Operations	169
Facility Management	172
Custodial Services	173
Fleet Services	174
Transportation	175
Light Rail Transit Operations	177
Water Utilities	178

Performance Budget Summary



Department	Personal Services	Supplies/Services/Contributions	Capital Outlay	Internal Services	Total FY 2009-10 Budget
Mayor & Council	\$443,532	\$19,831		(\$63,026)	\$400,337
City Manager	577,269	32,779		(270,375)	339,673
Internal Audit	470,393	7,060		24,978	502,431
Diversity Program	388,259	125,703		40,432	554,394
Community Relations	2,193,501	652,299		214,801	3,060,601
City Clerk	462,661	383,399		38,159	884,219
City Court	3,006,835	703,594		548,745	4,259,174
Human Resources	2,738,447	998,132		(514,537)	3,222,042
City Attorney	3,068,014	139,753		146,616	3,354,383
Financial Services	6,478,126	5,485,945	750	(5,149,533)	6,815,288
Information Technology	8,110,323	7,033,961	4,400	(15,148,684)	
Development Services	5,583,944	172,064		763,795	6,519,803
Community Development	5,511,273	12,340,319	118,925	(387,355)	17,583,162
Police	58,200,615	6,640,907		10,058,774	74,900,296
Fire	22,850,342	2,699,042	1,245,400	1,931,988	28,726,772
Community Services	12,147,149	2,243,255		2,316,124	16,706,528
Parks and Recreation	11,720,913	6,188,231	57,634	2,324,042	20,290,820
Public Works	26,342,864	68,611,970	5,977,644	537,347	101,469,825
Water Utilities	14,434,793	18,697,832	429,706	4,363,418	37,925,749
Total Departmental	184,729,253	133,176,076	7,834,459	1,775,709	327,515,497
Debt Service		65,918,781			65,918,781
Non-Departmental	1,059,396	6,999,945		1,381,398	9,440,739
Contingencies		1,549,436			1,549,436
Total Operating Budget	185,788,649	207,644,238	7,834,459	3,157,107	404,424,453
Capital Improvements			96,310,568		96,310,568
Total Financial Program	\$185,788,649	\$207,644,238	\$104,145,027	\$3,157,107	\$500,735,021

Per Capita Performance Budget



The citywide operating budget for FY 2009-10 totals \$404.4 million. This represents a per capita decline of 11.9% compared to the FY 2008-09 citywide operating budget.

The budget increase in Public Works provides for a full year of light rail operating costs.

The City continues to prioritize the general areas of Public Works and Public Safety accounting for over 54% of the total departmental budgets.

Department	FY 2007-08 Actual	FY 2008-09 Budget	FY 2008-09 Revised	FY 2009-10 Budget
Mayor & Council	\$2.19	\$2.33	\$2.29	\$2.36
City Manager	1.81	1.99	1.88	2.00
Internal Audit	2.93	3.03	2.97	2.96
Diversity Programs	3.83	3.84	3.34	3.26
Community Relations	16.97	17.71	16.20	18.02
City Clerk	4.47	4.89	3.76	5.21
City Court	24.78	26.78	25.45	25.08
Human Resources	19.58	19.55	18.85	18.97
City Attorney	20.99	21.57	19.47	19.75
Financial Services	37.85	40.40	36.80	40.13
Development Services	41.30	38.92	37.13	38.39
Community Development	96.79	98.48	93.68	103.55
Police	415.22	445.95	443.34	441.08
Fire	139.00	164.37	159.19	169.17
Community Services	101.54	100.62	96.94	98.38
Parks and Recreation	107.19	118.65	113.00	119.49
Public Works	445.84	546.99	526.28	597.55
Water Utilities	190.05	205.41	191.21	223.34
Total Departmental Per Capita	\$1,672.33	\$1,861.46	\$1,791.77	\$1,928.72
Debt Service	296.10	427.57	329.42	388.19
Non-Departmental	40.75	45.10	49.56	55.60
Contingencies		16.81		9.12
Capital Improvement Projects	1,270.21	996.46	996.46	567.17
Total Per Capita	\$3,279.38	\$3,347.40	\$3,167.21	\$2,948.80



In the following Performance Budget Section, the reader will note a number of performance measures, or benchmarks related to each department's statement of its goals and objectives. These benchmarks are part of a benchmarking program throughout Tempe city government. Benchmark measures found in this section reflect a sampling of the more critical measures of department performance and service delivery.

The City has tracked performance indicators for many years as a means of identifying service trends and communicating results to the public. The City made a commitment to develop a benchmarking program modeled after other successful private and public sector efforts. Taking advantage of much work already done on benchmarking nationally, we utilized consensus benchmarks established by several national programs addressing benchmarking, including the International City/County Management Association (ICMA), the Governmental Accounting Standards Board (GASB) Services Efforts and Accomplishments (SEA) program and the Innovation Group.

Tempe's benchmarking project began in 1984 with its participation in an experimental program coordinated by the Innovation Group, a nonprofit organization serving local government. Data for Innovation Group suggested benchmarks were gathered for a "test" group of City departments for possible comparisons with other local governments in the Innovation Group benchmark database. In addition, the City formally participated in ICMA's Comparative Performance Measurement Program.

The City continues to refine the benchmarks tracked to include benchmarks developed by national professional organizations, as well as those developed by individual departments. Efforts have focused on establishing a database of historical information on a wide array of benchmarks for most City departments. As a result of discussions with the City's management team and input from departments, we identified the most important 25-30 comparative benchmarks. Concurrent with these efforts, a comparative benchmarking program was established with peer cities. The goal was to develop and maintain partnerships with cities having comparable demographic and financial characteristics (i.e., population and operating budget size). Further, our goal was to gather data from the benchmark cities to evaluate Tempe's performance across critical operational areas.

In 2007, a special effort and annual commitment was initiated to enhance the value of performance measurement. To support a renewed emphasis on tracking service outcomes, a consultant was retained to design and administer a resident satisfaction survey. This survey allows management to gauge outcomes by identifying resident preferences and satisfaction with city services. The survey also provides an opportunity

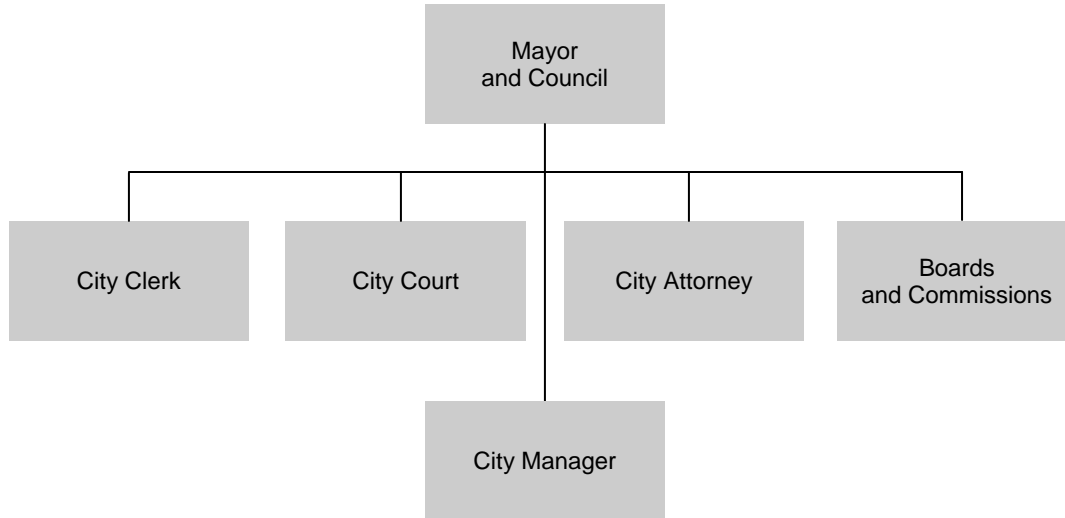
to benchmark our performance with that of regional and national peers. The results of this survey are reflected in the Performance Budget section of this book.

The survey questions were designed to assess the respondents' ratings regarding their level of satisfaction for each particular service and their rating of relative importance. Improvements will be emphasized in those areas where levels of satisfaction were relatively low and the perceived importance of the service were relatively high. Also, to better understand how well services were delivered, home addresses of respondents were geocoded onto a map.

These elements provided additional insight to enable departments to allocate limited resources to those areas residents deemed important.

This renewed focus on outcomes is indicative of the City's long-term commitment to benchmarking and continuous improvement of our service delivery at the lowest possible cost to residents.





Department Purpose:

To represent residents of the City of Tempe, formulate legislation, and establish City policy.

Department Description:

The Mayor and six City Council members are the elected representatives of the residents of Tempe. They are charged with the formulation of public policy to meet community needs. The City Council is responsible for appointing the City Clerk, City Court, City Manager and City Attorney, as well as Board and Commission members.

FY 2009-10 Budget Highlights:

The approved amount includes the following change:

- reduction of \$3,500 in funding for miscellaneous supplies

Expenditure by Type	2007-08 Actual	2008-09 Budget	2008-09 Revised	2009-10 Budget
Personal Services	\$407,021	\$430,921	\$426,461	\$443,532
Supplies and Services	13,256	23,301	23,301	19,831
Internal Services	(53,573)	(61,376)	(62,966)	(63,026)
Expenditure Total	\$366,695	\$392,876	\$386,796	\$400,337
Per Capita	\$2.19	\$2.33	\$2.29	\$2.36

Authorized Personnel	2007-08 Actual			2008-09 Revised			2009-10 Budget		
	Full Time	Perm FTE	Temp FTE	Full Time	Perm FTE	Temp FTE	Full Time	Perm FTE	Temp FTE
Mayor and Council	7			7			7		
Total	7			7			7		

**Related Strategic Issue: All Council Committees****Goal:** To enact policy decisions that maximize overall resident satisfaction with life in the City**Objective:** To align community investment priorities with the needs of residents by emphasizing improvements in service categories that are of the most benefit to residents, and by targeting limited resources toward services of the highest importance to residents and to those services where residents are least satisfied

Measures*	2007-08 Actual	2008-09 Budget	2008-09 Revised	2009-10 Budget
Resident satisfaction with the appearance of the City	80%	85%	86%	86%
Resident satisfaction with the image of the City	82%	85%	86%	86%
Resident satisfaction with how well the City is planning growth	58%	65%	62%	65%
Resident satisfaction with quality of life in the City	83%	85%	88%	88%
Resident satisfaction with the feeling of safety in the City	62%	65%	75%	75%
Resident satisfaction with the City as a place to live	93%	95%	95%	95%
Resident satisfaction with the City as a place to raise children	81%	85%	86%	86%
Resident satisfaction with the City as a place to work	82%	85%	84%	85%
Resident satisfaction with the City as a place to retire	68%	70%	77%	77%
Resident satisfaction with the leadership of elected officials	65%	70%	68%	70%
Resident satisfaction with the direction the City is heading	67%	70%	72%	72%

*Measured by the percent of residents that responded with "Very Satisfied" or "Satisfied" in the annual Community Attitude Survey

Related Strategic Issue: All Council Committees**Goal:** To respond to all constituent forms of communication in a timely manner**Objective:** 1) To respond to 95% of phone calls within 24 hours of receipt; 2) respond to 95% of email inquiries within 72 hours of receipt; 3) respond to 95% of mail/letter inquiries within five working days; 4) respond to 95% of all Council emails within 24 hours of receipt; and 5) respond to 95% of all Council voicemails within 24 hours of receipt

Measures	2007-08 Actual	2008-09 Budget	2008-09 Revised	2009-10 Budget
Calls responded to within 24 hours	95%	95%	95%	95%
Email inquiries responded to within 72 hours	95%	95%	95%	95%
Mail/letter inquiries responded to within five working days	95%	95%	95%	95%
Council Communicator emails responded to within 24 hours of receipt	95%	95%	95%	95%
Council Communicator voicemails responded to within 24 hours of receipt	95%	95%	95%	95%



City Manager

Department Purpose:

To professionally implement all City Council policy decisions, efficiently direct the City's operations, and create an organizational culture that results in the delivery of excellent municipal services to residents of Tempe.

Department Description:

Working with the City's governing body, the community, and City staff, the City Manager's Office is to professionally implement all City Council policy decisions and efficiently direct the City's operations and activities in accordance with sound management principles. These efforts will create an organizational culture which results in the delivery of excellent municipal services to the residents of Tempe.

FY 2009-10 Budget Highlights:

The approved amount includes the following changes:

- reduction of \$2,153 in funding for wages
- reduction of \$2,500 in funding for miscellaneous supplies and services

Expenditures by Type	2007-08 Actual	2008-09 Budget	2008-09 Revised	2009-10 Budget
Personal Services	\$498,794	\$588,777	\$575,216	\$577,269
Supplies and Services	39,900	16,750	12,900	32,779
Internal Services	(236,262)	(269,287)	(271,116)	(270,375)
Expenditure Total	\$302,433	\$336,240	\$317,000	\$339,673
Per Capita	\$1.81	\$1.99	\$1.88	\$2.00

	2007-08 Actual			2008-09 Revised			2009-10 Budget		
	Full Time	Perm FTE	Temp FTE	Full Time	Perm FTE	Temp FTE	Full Time	Perm FTE	Temp FTE
Authorized Personnel									
City Manager	3		0.50	3			3		
Total	3		0.50	3			3		

Related Strategic Issue: All Council Committees

Goal: To provide high quality City services to residents of Tempe

Objective: To achieve a rating of 90% or greater in resident overall satisfaction with citywide services

Measures	2007-08 Actual	2008-09 Budget	2008-09 Revised	2009-10 Budget
Satisfaction with overall quality of City services*	88%	90%+	92%	90%+

*Measured by the percent of residents that responded with "Very Satisfied" or "Satisfied" in the annual Community Attitude Survey



Internal Audit

Department Purpose:

To support management in its efforts to uphold the City's values and achieve the City's mission by evaluating operations and encouraging the use of cost-effective internal controls to promote efficient utilization of available resources.

Department Description:

Internal Audit is responsible for enhancing the quality of City government, products and services, and providing independent, timely and relevant information concerning the City's programs, activities, and functions. This is accomplished by responding to requests to conduct objective evaluations of departments, divisions, and systems or units thereof. Internal Audit's work is vital in maintaining the general public's trust and confidence that City resources are used effectively and efficiently.

FY 2009-10 Budget Highlights:

The approved amount includes the following change:

- reduction of \$7,060 in funding for travel, training and other miscellaneous line items

Expenditures by Type	2007-08 Actual	2008-09 Budget	2008-09 Revised	2009-10 Budget
Personal Services	\$457,180	\$475,229	\$466,018	\$470,393
Supplies and Services	7,002	14,120	14,120	7,060
Internal Services	26,636	21,518	20,902	24,978
Expenditure Total	\$490,816	\$510,867	\$501,040	\$502,431
Per Capita	\$2.93	\$3.03	\$2.97	\$2.96

Authorized Personnel	2007-08 Actual			2008-09 Revised			2009-10 Budget		
	Full Time	Perm FTE	Temp FTE	Full Time	Perm FTE	Temp FTE	Full Time	Perm FTE	Temp FTE
Internal Audit	4			4			4		
Total	4			4			4		

Related Strategic Issue: Technology, Economic and Community Development

Goal: To achieve the City's mission by evaluating operations and encouraging the use of cost-effective internal controls

Objective: 1) To obtain management acceptance and support for 95% of recommendations; 2) respond to 100% of management's requests for analytical and investigative assistance; and 3) record all non-procurement contracts in the City's centralized database within 15 working days from City Council approval of the contract, 95% of the time

Measures	2007-08 Actual	2008-09 Budget	2008-09 Revised	2009-10 Budget
Support of recommendations	100%	95%	95%	95%
Response to management's requests	100%	100%	100%	100%
Maintenance of the contract database	N/A	N/A	95%	95%



Diversity

Department Purpose:

To promote a fair, equitable and accessible work environment for City employees, and provide administrative support to the Human Relations Commission.

Department Description:

The Diversity Office coordinates the City's response to the Diversity Audit, functions as an ombudsman for City employees, provides administrative support to the Human Resources Commission, Tardeada Advisory Board, the Mayor's Commission on Disability Concerns, and organizes community special events.

FY 2009-10 Budget Highlights:

The approved amount includes the following changes:

- elimination of one vacant Diversity Specialist position
- reduction of \$35,500 in funding for events and promotions

Expenditures by Type	2007-08 Actual	2008-09 Budget	2008-09 Revised	2009-10 Budget
Personal Services	\$386,545	\$476,779	\$393,349	\$388,259
Supplies and Services	228,702	132,703	133,303	125,703
Internal Services	26,261	37,485	35,931	40,432
Expenditure Total	\$641,510	\$646,967	\$562,583	\$554,394
Per Capita	\$3.83	\$3.84	\$3.34	\$3.26

	2007-08 Actual			2008-09 Revised			2009-10 Budget		
	Full Time	Perm FTE	Temp FTE	Full Time	Perm FTE	Temp FTE	Full Time	Perm FTE	Temp FTE
Authorized Personnel									
Diversity	4	0.50		4	0.50		3	0.50	
Total	4	0.50		4	0.50		3	0.50	

**Related Strategic Issue: Quality of Life**

Goal: To create a fair and equitable work environment for City of Tempe employees while creating an inclusive community environment through the promotion of diversity

Objective: 1) To attain 72% resident satisfaction with overall efforts to promote diversity in the community; 2) minimize the number of EEOC complaints to less than 3 per year; 3) successfully remediate employee safe havens/consultations at least 80% of the time; and 4) successfully remediate community concerns/consultations for diversity related community issues at least 80% of the time

Measures	2007-08 Actual	2008-09 Budget	2008-09 Revised	2009-10 Budget
Residents' satisfaction with overall efforts to promote diversity*	67%	70%	72%	72%
EEOC complaints	1	<3	3	<3
Successfully remediate employee safe havens/consultations	85%	80%	85%	80%
Successfully remediate community concerns/consultations	95%	80%	95%	80%

*Measured by the percent of residents that responded with "Very Satisfied" or "Satisfied" in the annual Community Attitude Survey

Related Strategic Issue: Quality of Life

Goal: To educate through programming and celebrate through events Tempe's rich diversity

Objective: To attain 95% attendant satisfaction (a rating of above average or higher) with community diversity celebrations

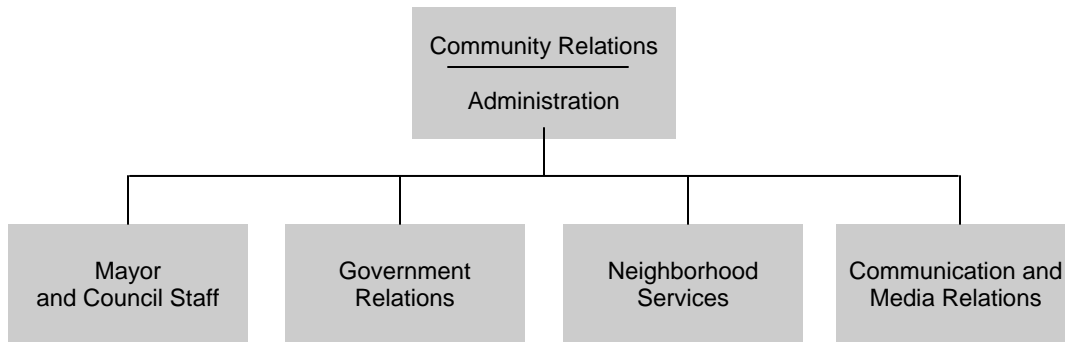
Measures	2007-08 Actual	2008-09 Budget	2008-09 Revised	2009-10 Budget
Attendants rating events above average or higher	95%	80%	95%	95%

Related Strategic Issue: Quality of Life

Goal: To promote an accessible environment for the City of Tempe workforce and community

Objective: To educate 90% of the workforce and community about the City's accessible policies and procedures

Measures	2007-08 Actual	2008-09 Budget	2008-09 Revised	2009-10 Budget
Workforce and community educated about accessible policies and procedures	100%	90%	100%	90%



Department Purpose:

To serve the community, elected officials and city departments by delivering Tempe's message and information to the public.

Department Description:

The Community Relations Office is comprised of the Mayor and Council's Office Staff, Government Relations Division, Neighborhood Services Division, and Communication and Media Relations Division.

Expenditures by Type	2007-08 Actual	2008-09 Budget	2008-09 Revised	2009-10 Budget
Personal Services	\$1,813,748	\$1,937,380	\$1,858,989	\$2,193,501
Supplies and Services	692,818	690,179	534,502	498,330
Internal Services	221,993	189,761	183,210	214,801
Contributions	113,143	169,853	154,401	153,969
Expenditure Total	\$2,841,702	\$2,987,173	\$2,731,102	\$3,060,601
Per Capita	\$16.97	\$17.71	\$16.20	\$18.02

Expenditures by Division	2007-08 Actual	2008-09 Budget	2008-09 Revised	2009-10 Budget
Community Relations - Administration; Mayor and Council Staff	\$1,163,023	\$1,215,202	\$1,092,653	\$1,220,080
Government Relations	318,093	389,158	387,832	370,937
Neighborhood Services	233,345	247,304	243,672	244,356
Communication and Media Relations	1,127,242	1,135,509	1,006,945	1,225,228
Expenditure Total	\$2,841,702	\$2,987,173	\$2,731,102	\$3,060,601

	2007-08 Actual			2008-09 Revised			2009-10 Budget		
	Full Time	Perm FTE	Temp FTE	Full Time	Perm FTE	Temp FTE	Full Time	Perm FTE	Temp FTE
Authorized Personnel									
Community Relations - Admin; Mayor and Council Staff	9		0.98	9		0.98	9		0.98
Government Relations	1			1			1		
Neighborhood Services	2			2			2		
Communication & Media Relations	6		0.85	6		0.85	11		0.85
Total	18		1.83	18		1.83	23		1.83

Administration / Mayor's Office and Council Staff



The Administration Division coordinates the operations of the Community Relations Department. The Mayor's Office and Council Staff facilitate communication among the public, city staff, other elected entities and the Mayor and Council. Staff support is also provided for Council committees.

FY 2009-10 Budget Highlights:

The approved amount includes the following changes:

- reduction of \$40,000 in funding for contracted services
- reduction of \$10,000 in funding for local sponsorships
- reduction of \$10,000 in funding for local meetings
- reduction of \$16,700 in funding for other miscellaneous line items

Expenditures by Type	2007-08 Actual	2008-09 Budget	2008-09 Revised	2009-10 Budget
Personal Services	\$854,307	\$918,141	\$854,313	\$983,496
Supplies and Services	27,609	203,608	173,755	153,908
Internal Services	81,107	66,453	64,585	82,676
Contributions	55,193	27,000	20,432	20,000
Expenditure Total	\$1,163,023	\$1,215,202	\$1,092,653	\$1,220,080
Per Capita	\$6.95	\$7.20	\$6.48	\$7.18

	2007-08 Actual			2008-09 Revised			2009-10 Budget		
	Full Time	Perm FTE	Temp FTE	Full Time	Perm FTE	Temp FTE	Full Time	Perm FTE	Temp FTE
Authorized Personnel									
Community Relations - Administration; Mayor and Council Staff	9		0.98	9		0.98	9		0.98
Total	9		0.98	9		0.98	9		0.98

Government Relations



The Government Relations Division is responsible for the following activities: (1) coordination of all state and federal legislative activities; (2) oversight of all Maricopa Association of Governments programs and other intergovernmental activities; (3) review and coordination of various transportation and air quality issues, in conjunction with the Transportation Division; (4) staff assistance on special projects to the City Manager, and Mayor and City Council; and (5) serve as a liaison to the Tempe Sports Authority.

FY 2009-10 Budget Highlights:

The approved amount includes the following changes:

- reduction of \$30,600 in funding for contracted services
- reduction of \$4,100 in funding for miscellaneous line items

Expenditures by Type	2007-08 Actual	2008-09 Budget	2008-09 Revised	2009-10 Budget
Personal Services	\$139,502	\$147,226	\$145,020	\$160,420
Supplies and Services	115,831	112,455	112,455	78,255
Internal Services	21,544	16,624	16,388	18,293
Contributions	41,216	112,853	113,969	13,969
Expenditure Total	\$318,093	\$389,158	\$387,832	\$370,937
Per Capita	\$1.9	\$2.31	\$2.30	\$2.19

	2007-08 Actual			2008-09 Revised			2009-10 Budget		
Authorized Personnel	Full Time	Perm FTE	Temp FTE	Full Time	Perm FTE	Temp FTE	Full Time	Perm FTE	Temp FTE
Government Relations	1			1			1		
Total	1			1			1		

Related Strategic Issue: Community Development, Community Sustainability

Goal: To maintain effective communication with the City's state and federal legislative delegation

Objective: 1) To preserve the City's existing revenue base and local zoning authority through regular meetings with appropriate parties; and 2) advocate for federal and state appropriations for energy, water and transportation projects

Measures	2007-08 Actual	2008-09 Budget	2008-09 Revised	2009-10 Budget
Joint City Council/Legislative meetings	2	2	2	2
Briefings with federal legislative delegation	2	2	2	2

Neighborhood Services



The Neighborhood Services Division is designed to help preserve the integrity of Tempe's residential areas and to promote a sense of community. It provides technical and informational services to 67 neighborhood associations, more than 100 homeowner associations and 5 affiliate groups. It also supplies clerical support to neighborhood associations. The Neighborhood Services Division's key job is to maintain clear communication lines between neighborhood groups and City government, focusing on identifying, resolving and preventing neighborhood problems.

FY 2009-10 Budget Highlights:

The approved amount includes the following change:

- reduction of \$1,535 in funding for miscellaneous line items

Expenditures by Type	2007-08 Actual	2008-09 Budget	2008-09 Revised	2009-10 Budget
Personal Services	\$214,612	\$227,059	\$225,246	\$224,675
Supplies and Services	11,257	13,350	11,725	11,815
Internal Services	7,476	6,895	6,701	7,866
Expenditure Total	\$233,345	\$247,304	\$243,672	\$244,356
Per Capita	\$1.40	\$1.47	\$1.45	\$1.44

	2007-08 Actual			2008-09 Revised			2009-10 Budget		
	Full Time	Perm FTE	Temp FTE	Full Time	Perm FTE	Temp FTE	Full Time	Perm FTE	Temp FTE
Authorized Personnel									
Neighborhood Services	2			2			2		
Total	2			2			2		

Related Strategic Issue: Quality of Life

Goal: To preserve and improve neighborhoods in the City of Tempe by encouraging resident participation in decision-making processes

Objective: 1) To increase participating households by 1%; 2) strengthen a sense of community by establishing partnerships between neighborhoods and schools, businesses and civic organizations through neighborhood association mailings, a listserv and 95% attendance at neighborhood association meetings; and 3) return resident contacts within 24 hours, 95% of the time

Measures	2007-08 Actual	2008-09 Budget	2008-09 Revised	2009-10 Budget
Participating households	39,024	39,750	39,500	40,000
Percent change		1.9%	(0.6%)	1.3%
Grant applications received	37	35	42	35
Neighborhood association mailings	54,705	45,000	40,000	40,000
Neighborhood association meetings attended (percent of total)	97%	95%	97%	95%
Resident contact returned in 24 hours	99%	95%	98%	95%

Communication and Media Relations



The Communication and Media Relations Division handles all public information and media relations for the City and manages Tempe cable channel 11. It is responsible for keeping the community informed about programs and activities within the City as well as working on Tempe's image locally, regionally and nationally. Services provided by the division include media relations, graphic design, public relations, audio-visual and government access cable channel coordination.

FY 2009-10 Budget Highlights:

The approved amount includes the following changes:

- reduction in \$20,600 of funding for contracted services
- reduction in \$16,000 of funding for travel and training
- reduction in \$59,814 of funding for other miscellaneous line items

The approved budget also includes the following reorganization changes:

- addition of one Call Center Supervisor position (January 2010)
- one Community Outreach/Marketing Coordinator II+ position transferred into the division from the Parks and Recreation Department, two Management Assistant II positions transferred in from the Water/Wastewater and Performing Arts Funds, respectively, and one Community Relations Coordinator transferred in from the Rio Salado Fund. The positions transferred to the division from the Water/Wastewater, Performing Arts and Rio Salado Funds will continue to be paid from those funds.

Expenditures by Type	2007-08 Actual	2008-09 Budget	2008-09 Revised	2009-10 Budget
Personal Services	\$605,330	\$644,954	\$634,410	\$824,910
Supplies and Services	393,312	360,766	256,999	274,352
Internal Services	111,866	99,789	95,536	105,966
Contributions	16,734	30,000	20,000	20,000
Expenditure Total	\$1,127,242	\$1,135,509	\$1,006,945	\$1,225,228
Per Capita	\$6.74	\$6.74	\$5.98	\$7.22

Authorized Personnel	2007-08 Actual			2008-09 Revised			2009-10 Budget		
	Full Time	Perm FTE	Temp FTE	Full Time	Perm FTE	Temp FTE	Full Time	Perm FTE	Temp FTE
Communication & Media Relations	6		0.85	6		0.85	11		0.85
Total	6		0.85	6		0.85	11		0.85

Related Strategic Issue: Quality of Life

Goal: 1) To keep Tempe residents, the general public, City employees and the media informed about City issues, programs, community events and organizational changes; and 2) position the City positively locally, regionally and nationally

Objective: 1) To attain 70% resident satisfaction with the availability of information about City programs and services; 2) attain 65% resident satisfaction with City efforts to inform residents about local issues; 3) provide information to the community through newsletters, brochures, press releases and advertising; 4) design and produce high quality informational publications, promotional items and visual graphics for all City departments that reflect the image of Tempe; and 5) provide the City with high quality audio/visual, media production and *Tempe 11* television programming services

Measures	2007-08 Actual	2008-09 Budget	2008-09 Revised	2009-10 Budget
Resident satisfaction with the availability of information about City programs and services*	67%	70%	70%	70%
Resident satisfaction with City efforts to inform residents about local issues*	61%	65%	65%	65%
Informational pieces provided	117	100	115	115
Press releases issued by Communications and Media Relations that result in news stories	85%	85%	87%	87%
Tempe 11 electronic program guide accuracy and playback reliability	96%	95%	98%	98%
Video-on-Demand access of public meetings within one working day	N/A	95%	98%	98%

*Measured by the percent of residents that responded with "Very Satisfied" or "Satisfied" in the annual Community Attitude Survey



City Clerk

Department Purpose:

To accurately maintain the legal record of the actions of the City Council and all permanent City records, ensuring the preservation and accessibility of essential information, and to equitably conduct City elections to ensure the integrity of the democratic voting process.

Department Description:

The City Clerk, appointed by the Mayor and City Council pursuant to City Charter, serves as the legal custodian of the City's official records; serves as the Chief Elections Officer of the City; administers Council meetings; and affixes the City Seal on all official documents.

FY 2009-10 Budget Highlights:

The approved amount includes the following changes:

- reduction of \$2,871 in funding for wages
- reduction of \$5,000 in funding for advertising
- reduction of \$5,873 in funding for other miscellaneous supplies and services

Expenditure by Type	2007-08 Actual	2008-09 Budget	2008-09 Revised	2009-10 Budget
Personal Services	\$384,603	\$393,063	\$393,348	\$462,661
Supplies and Services	322,294	394,272	204,272	383,399
Internal Services	41,122	37,152	36,113	38,159
Expenditure Total	\$748,020	\$824,487	\$633,733	\$884,219
Per Capita	\$4.47	\$4.89	\$3.76	\$5.21

	2007-08 Actual			2008-09 Revised			2009-10 Budget		
	Full Time	Perm FTE	Temp FTE	Full Time	Perm FTE	Temp FTE	Full Time	Perm FTE	Temp FTE
Authorized Personnel									
City Clerk	4		0.58	4		0.58	4		0.58
Total	4		0.58	4		0.58	4		0.58

Related Strategic Issue: Quality of Life

Goal: To keep City personnel and board and commission members informed and up-to-date on open meeting laws requirements, council packet submission requirements, and County regulations regarding recording of documents

Objective: To conduct semi-annual training sessions to 25% of City Departments on open meeting law requirements, proper submission of council agenda packets, and document recording requirements

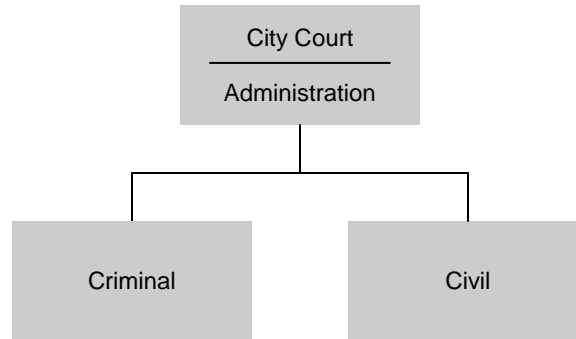
Measures	2007-08 Actual	2008-09 Budget	2008-09 Revised	2009-10 Budget
Departments that were provided training within the year	69%	25%	75%	25%

Related Strategic Issue: Quality of Life

Goal: To establish and maintain an active continuing program to comply with the Arizona public records disclosure laws

Objective: To respond to all public records information requests within two business days, 95% of the time

Measures	2007-08 Actual	2008-09 Budget	2008-09 Revised	2009-10 Budget
Public records requests responded within 2 days	99%	95%	99%	95%

**Department Purpose:**

To contribute to the quality of life in our community by fairly and impartially administering justice in the most effective, efficient, and professional manner possible.

Department Description:

The City Court is a municipal limited jurisdiction court that deals with criminal misdemeanor, civil traffic cases, code enforcement and zoning violations as well as Orders of Protection and Injunctions Against Harassment. The court includes all judicial, administrative, and staff functions necessary to accomplish the court's purpose. This includes initial appearances, arraignments, pre-trial conferences, orders to show cause, subpoenas, arrest warrants, jury and non-jury trials, hearings, misdemeanor search warrants and financial services to enforce court orders by collecting fines, fees, surcharges and restitution.

FY 2009-10 Budget Highlights:

The approved amount includes the following changes:

- elimination of one vacant Court Services Specialist position
- the shifting of five positions to state grant funds, as follows:
 - Court Interpreter to the Fill the Gap Fund
 - Court Services Supervisor to the Judicial Collections Enhancement Fund (JCEF)
 - Court Services Specialist to JCEF
 - Court Training Coordinator to JCEF
 - Deputy Court Manager to the Court Enhancement Fund (effective January 2010)
- reduction of \$12,583 in funding for wages and overtime
- reduction of \$10,535 in funding for miscellaneous line items

Expenditures by Type	2007-08 Actual	2008-09 Budget	2008-09 Revised	2009-10 Budget
Personal Services	\$2,952,933	\$3,404,634	\$3,178,334	\$3,006,835
Supplies and Services	657,960	664,129	679,129	703,594
Internal Services	539,161	447,433	433,891	548,745
Expenditure Total	\$4,150,054	\$4,516,196	\$4,291,354	\$4,259,174
Per Capita	\$24.78	\$26.78	\$25.45	\$25.08

Expenditures by Division	2007-08 Actual	2008-09 Budget	2008-09 Revised	2009-10 Budget
City Court - Administration	\$2,132,645	\$2,163,489	\$2,052,652	\$2,035,851
Criminal Division	824,991	906,056	922,956	850,523
Civil Division	1,192,418	1,446,651	1,315,746	1,372,800
Expenditure Total	\$4,150,054	\$4,516,196	\$4,291,354	\$4,259,174



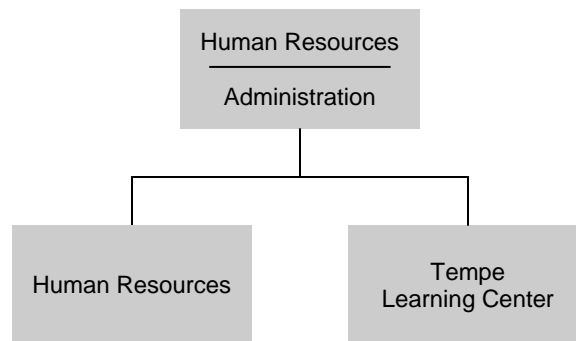
Authorized Personnel	2007-08 Actual			2008-09 Revised			2009-10 Budget		
	Full Time	Perm FTE	Temp FTE	Full Time	Perm FTE	Temp FTE	Full Time	Perm FTE	Temp FTE
City Court - Administration	11	.65		11	.65		11	.65	
Civil Division	16		2.10	19		2.10	18		2.10
Criminal Division	9		2.10	11		2.10	11		1.96
Total	36	.65	4.20	41	.65	4.20	40	.65	4.06

Related Strategic Issue: Quality of Life

Goal: To improve efficiency and effectiveness in the Tempe Municipal Court system's adjudication process

Objective: To achieve a 98% clearance rate of court filings

Measures	2007-08 Actual	2008-09 Budget	2008-09 Revised	2009-10 Budget
Total number of filings	150,861	134,270	121,712	121,712
Total number of dispositions	152,220	131,584	119,278	119,278
Clearance ratio	101%	98%	98%	98%

**Department Purpose:**

To attract, train and retain a diverse workforce that is better able to serve our community and mirrors the community in which we serve.

Department Description:

The Human Resources Department is responsible for Administration, Classification/Compensation and Recruitment/Testing, Employee Benefits and Services, and the Tempe Learning Center (TLC). The department directly and indirectly serves all City departments and their respective employees by attracting and retaining a qualified and diverse work force; administering local, state and federal employment laws; wage and salaries; employee and retiree healthcare benefits; and the deferred compensation program to improve organizational productivity and effectiveness while effectively communicating to employees their rights, responsibilities, benefits, and training opportunities; investigating complaints and grievances; assisting with employee relations issues; and providing mediation services.

FY 2009-10 Budget Highlights:

The approved amount includes the following changes:

- elimination of a 0.5 FTE vacant Human Resources Tech position
- reduction of \$164,715 in funding for miscellaneous line items

Expenditures by Type	2007-08 Actual	2008-09 Budget	2008-09 Revised	2009-10 Budget
Personal Services	\$2,529,235	\$2,790,746	\$2,636,410	\$2,738,447
Supplies and Services	1,138,777	1,045,951	1,075,951	998,132
Capital Outlay	54,484			
Internal Services	(443,082)	(540,150)	(533,584)	(514,537)
Expenditure Total	\$3,279,414	\$3,296,547	\$3,178,777	\$3,222,042
Per Capita	\$19.58	\$19.55	\$18.85	\$18.97

Expenditures by Division	2007-08 Actual	2008-09 Budget	2008-09 Revised	2009-10 Budget
Human Resources	\$2,604,804	\$2,508,085	\$2,528,790	\$2,482,601
Tempe Learning Center	674,610	788,462	649,987	739,441
Total	\$3,279,414	\$3,296,547	\$3,178,777	\$3,222,042



Authorized Personnel	2007-08 Actual			2008-09 Revised			2009-10 Budget		
	Full Time	Perm FTE	Temp FTE	Full Time	Perm FTE	Temp FTE	Full Time	Perm FTE	Temp FTE
Human Resources	18	0.50		19	0.50	2	19		
Tempe Learning Center	4			4			4		
Total	22	0.50		23	0.50	2	23		

Related Strategic Issue: Quality of Life

Goal: To strive to retain a stable workforce

Objective: To maintain an annual turnover rate of less than 10%

Measures <i>(Comparative Benchmark)</i>	2007-08 Actual	2008-09 Budget	2008-09 Revised	2009-10 Budget
Employee turnover rate	8.2%	9.0%	7.4%	9.5%

Related Strategic Issue: Quality of Life

Goal: To strive to retain a diverse workforce

Objective: To develop and maintain fair and equitable employment practices reflected by the percentage of unsubstantiated allegations and EEOC complaints filed and grievances brought forth

Measures	2007-08 Actual	2008-09 Budget	2008-09 Revised	2009-10 Budget
Equal Employment Opportunity Commission (EEOC) complaints	5	2	0	0
Formal grievances	3	3	1	0



The Tempe Learning Center (TLC) supports the City's mission, values and strategic initiatives through employee training and development. Working closely with the Diversity Steering Committee, the City's six-sided employee partnership and guided by the Tempe Learning Center Board, TLC ensures that services are inclusive and meet organizational objectives. In order to prepare Tempe employees for the future and to create a learning organization, TLC provides education and career counseling and administers the tuition reimbursement program. TLC also develops and manages a mandatory skills training series for managers and supervisors, educational partnerships for academic degree and vocational/technical certifications, and workshops targeting specific training needs.

FY 2009-10 Budget Highlights:

The approved amount includes the following change:

- reduction of \$9,750 in funding for miscellaneous line items

Expenditures by Type	2007-08 Actual	2008-09 Budget	2008-09 Revised	2009-10 Budget
Personal Services	\$784,160	\$909,102	\$751,496	\$855,787
Supplies and Services	104,769	86,793	106,793	77,041
Internal Services	(214,319)	(207,433)	(208,302)	(193,387)
Expenditure Total	\$674,610	\$788,462	\$649,987	\$739,441
Per Capita	\$4.03	\$4.68	\$3.85	\$4.35

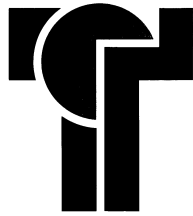
	2007-08 Actual			2008-09 Revised			2009-10 Budget		
	Full Time	Perm FTE	Temp FTE	Full Time	Perm FTE	Temp FTE	Full Time	Perm FTE	Temp FTE
Authorized Personnel									
Tempe Learning Center	4			4			4		
Total	4			4			4		

Related Strategic Issue: Education Partnerships

Goal: To utilize learning to support the City's mission, values, strategic initiatives and develop a stable, capable workforce

Objective: 1) To maintain a 90% knowledge, skills improvement rate among participants; 2) maintain a 90% percent approval rating for consultation services provided; and 3) obtain a 95% successful completion rate for all courses with each education partnership degree program

Measures	2007-08 Actual	2008-09 Budget	2008-09 Revised	2009-10 Budget
Participants who rated improved knowledge, skills and competence as a result of TLC training and development programming	93%	90%	89%	90%
Participants who rate TLC consultation services as satisfactory or higher	n/a	n/a	n/a	90%
Education partnership participants who successfully completed assigned classes	90%	95%	92%	95%



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City Attorney

Department Purpose:

To facilitate Tempe's vision through supreme quality legal services.

Department Description:

The City Attorney, appointed by the Mayor and City Council under the City Charter, is legal advisor and attorney for the City. Activities include presentation and defense of the City's legal interests and rights and prosecution for misdemeanor complaints. The City Attorney also is responsible for attending City Council meetings and serving as legal counsel during such meetings. Services are as follows: (1) support the legislative and administrative processes (ordinances, opinions, litigation, contracts, legal research, liens); (2) present and defend the City's legal interests and rights before all courts, legislative and administrative tribunals; and (3) prosecute complaints (misdemeanor traffic and criminal, municipal and superior courts).

FY 2009-10 Budget Highlights:

The approved amount includes the following changes:

- elimination of two vacant Legal Assistant positions
- elimination of one vacant Assistant City Attorney position
- reduction of \$41,274 in funding for wages
- reduction of \$55,600 in funding for consulting and legal services

Expenditures by Type	2007-08 Actual	2008-09 Budget	2008-09 Revised	2009-10 Budget
Personal Services	\$3,300,639	\$3,330,431	\$3,059,393	\$3,068,014
Materials and Supplies	115,396	194,212	121,543	139,753
Internal Services	99,020	113,328	102,513	146,616
Expenditure Total	\$3,515,055	\$3,637,971	\$3,283,449	\$3,354,383
Per Capita	\$20.99	\$21.57	\$19.47	\$19.75

Authorized Personnel	2007-08 Actual			2008-09 Revised			2009-10 Budget		
	Full Time	Perm FTE	Temp FTE	Full Time	Perm FTE	Temp FTE	Full Time	Perm FTE	Temp FTE
City Attorney	27	1.75	0.62	27	1.75	0.62	24	1.75	
Total	27	1.75	0.62	27	1.75	0.62	24	1.75	

**Related Strategic Issue: Quality of Life****Goal:** To provide prompt legal services**Objective:** To achieve a 98% satisfaction rating from departments responding to the Civil Client Satisfaction Survey

Measures	2007-08 Actual	2008-09 Budget	2008-09 Revised	2009-10 Budget
Departments indicating a positive response to promptness	100%	98%	96%	98%

Related Strategic Issue: Quality of Life**Goal:** To provide excellent customer service**Objective:** To maintain 100% satisfaction rating from departments responding to the Civil Client Satisfaction Survey

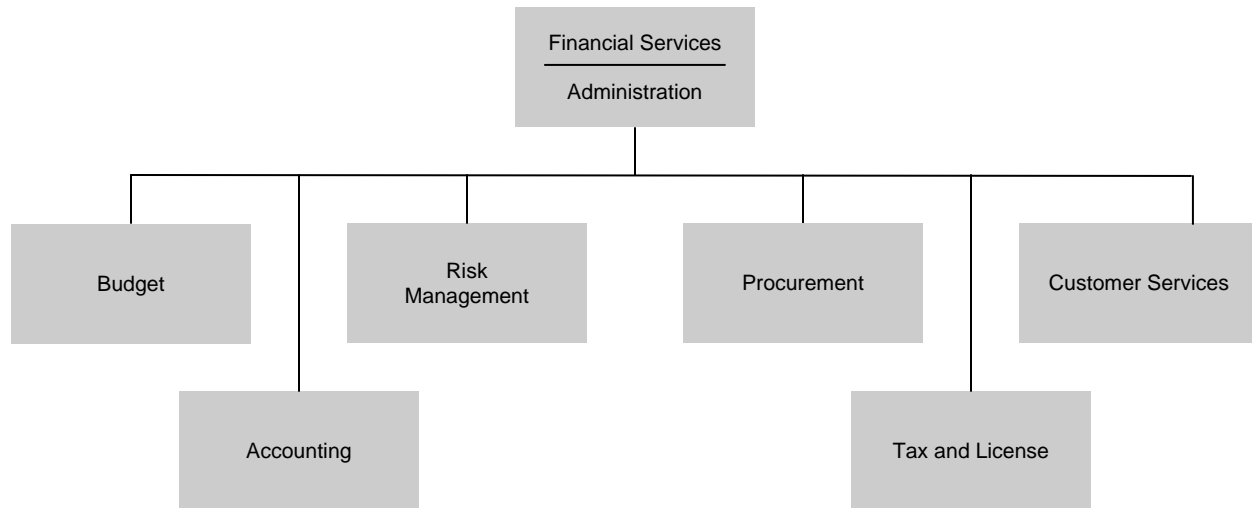
Measures	2007-08 Actual	2008-09 Budget	2008-09 Revised	2009-10 Budget
Departments indicating a positive response to courteous and approachable services	100%	100%	100%	100%

Related Strategic Issue: Quality of Life**Goal:** To provide prompt disposal of DUI cases**Objective:** To dispose of 100% of DUI cases within 180 days

Measures	2007-08 Actual	2008-09 Budget	2008-09 Revised	2009-10 Budget
DUI cases disposed of within 180 days	100%	100%	100%	100%

Related Strategic Issue: Quality of Life**Goal:** To increase victim's rights satisfaction rating**Objective:** To achieve an 80% victim's rights satisfaction rating

Measures	2007-08 Actual	2008-09 Budget	2008-09 Revised	2009-10 Budget
Victim's rights satisfaction rating	75%	75%	80%	80%

**Department Purpose:**

To provide excellent financial management services through sound fiscal administration with integrity, accountability, superior customer service, and low cost.

Department Description:

The Financial Services Department is comprised of Administration, Budget, Accounting, Risk Management, Procurement, Tax and License and Customer Services. The department's operational functions include all finance, accounting, budget, revenue audit and collections, purchasing, business licensing responsibilities, loss control and customer service billing operations. Though the main funding source for Financial Services is the General Fund, funding is also provided from the Water/Wastewater and Risk Management Funds.

Expenditures by Type	2007-08 Actual	2008-09 Budget	2008-09 Revised	2009-10 Budget
Personal Services	\$5,775,984	\$6,666,614	\$5,853,489	\$6,478,126
Supplies and Services	4,405,447	5,426,914	5,440,183	5,485,945
Capital Outlay	83,947	21,000	105,250	750
Internal Services	(3,926,880)	(5,302,674)	(5,194,028)	(5,149,533)
Expenditure Total	\$6,338,498	\$6,811,854	\$6,204,894	\$6,815,288
Per Capita	\$37.85	\$40.40	\$36.80	\$40.13

Expenditures by Division	2007-08 Actual	2008-09 Budget	2008-09 Revised	2009-10 Budget
Financial Services Administration	\$182,295	\$204,280	\$196,582	\$131,082
Budget	258,802	289,651	287,961	269,573
Accounting	1,090,776	1,039,048	984,212	1,122,813
Risk Management	22,386			
Procurement	1,321,290	1,333,912	1,247,276	1,269,191
Tax and License	1,571,623	1,776,896	1,481,257	1,708,752
Customer Services*	1,891,326	2,168,067	2,007,606	2,313,877
Total	\$6,338,498	\$6,811,854	\$6,204,894	\$6,815,288

*Funded by the Water/Wastewater Fund



Authorized Personnel	2007-08 Actual			2008-09 Revised			2009-10 Budget		
	Full Time	Perm FTE	Temp FTE	Full Time	Perm FTE	Temp FTE	Full Time	Perm FTE	Temp FTE
Administration	2			2			2		
Budget	4			4			4		
Accounting	10		0.63	10		0.63	11		0.63
Risk Management	4	0.50		4	0.50		7	0.50	
Procurement	12		0.62	12		0.62	12		
Tax and License	17			18			16		
Customer Services	21			21			21		
Total	70	0.50	1.25	71	0.50	1.25	73	0.50	0.63

Administration and Budget



Administration is responsible for the overall management of the department. Budget responsibilities include: preparation of budget documents, comprehensive financial planning, forecasting, capital improvements program, budget monitoring, benchmarking, and special financial studies.

FY 2009-10 Budget Highlights:

No change in staffing levels

Expenditures by Type	2007-08 Actual	2008-09 Budget	2008-09 Revised	2009-10 Budget
Personal Services	\$737,900	\$792,168	\$788,114	\$791,582
Supplies and Services	40,673	38,386	34,400	85,026
Capital Outlay				
Internal Services	(337,476)	(336,623)	(337,971)	(475,953)
Expenditure Total	\$441,097	\$493,931	\$484,543	\$400,655
Per Capita	\$2.63	\$2.93	\$2.87	\$2.36

Authorized Personnel	2007-08 Actual			2008-09 Revised			2009-10 Budget		
	Full Time	Perm FTE	Temp FTE	Full Time	Perm FTE	Temp FTE	Full Time	Perm FTE	Temp FTE
Administration	2			2			2		
Budget	4			4			4		
Total	6			6			6		

Related Strategic Issue: Technology, Economic and Community Development

Goal: To ensure the long-term financial success of the City through sound financial management practices

Objective: To adhere to a financial management strategy that produces financial results that compare favorably with our peer cities as measured by generally accepted financial indicators

Measures (Comparative Benchmark)	2007-08 Actual	2008-09 Budget	2008-09 Revised	2009-10 Budget
Administration				
Fund balance coverage - General Fund	30%	>25%	34%	>21%
General obligation bond rating (Standard & Poor's/Moody's/Fitch)	AA+/Aa1/AAA	AA+/Aa1/AAA	AAA/Aa1/AAA	AAA/Aa1/AAA

Related Strategic Issue: Technology, Economic and Community Development

Goal: To provide quality customer service to all citywide user departments

Objective: To achieve a 90% or higher satisfaction with overall service provided by the Budget Office

Measures	2007-08 Actual	2008-09 Budget	2008-09 Revised	2009-10 Budget
Budget				
Overall satisfaction with service	87%	90%	92%	>90%



Accounting services include payroll, accounts payable, cash management, special assessments, accounts receivable, and financial reporting.

FY 2009-10 Budget Highlights:

The approved amount includes the following changes:

- reduction of \$10,281 in funding for overtime
- reduction of \$30,000 in funding for accounting, audit, and EDP

The approved budget also includes the reorganization of a Transit Financial Analyst position into the Accounting Division. This position is funded by the Transit Fund.

Expenditures by Type	2007-08 Actual	2008-09 Budget	2008-09 Revised	2009-10 Budget
Personal Services	\$825,199	\$900,558	\$847,444	\$905,387
Supplies and Services	517,230	379,200	379,200	384,000
Capital Outlay	7,218			
Internal Services	(258,871)	(240,710)	(242,432)	(166,574)
Expenditure Total	\$1,090,776	\$1,039,048	\$984,212	\$1,122,813
Per Capita	\$6.51	\$6.16	\$5.84	\$6.61

	2007-08 Actual			2008-09 Revised			2009-10 Budget		
	Full Time	Perm FTE	Temp FTE	Full Time	Perm FTE	Temp FTE	Full Time	Perm FTE	Temp FTE
Authorized Personnel									
Accounting	10		0.63	10		0.63	11		0.63
Total	10		0.63	10		0.63	11		0.63

Related Strategic Issue: Technology, Economic and Community Development

Goal: 1) To effectively perform accounts payable, payroll, and other accounting functions for City departments; 2) maintain adequate internal controls; 3) adhere to generally accepted accounting principles; and 4) ensure the safety of City investments

Objective: To receive positive independent certifications of financial reports

Measures	2007-08 Actual	2008-09 Budget	2008-09 Revised	2009-10 Budget
Unqualified opinion from independent auditor	Yes	Yes	Yes	Yes
GFOA Certificate of Excellence	Yes	Yes	Yes	Yes

Related Strategic Issue: Technology, Economic and Community Development

Goal: To pay invoices in a timely manner

Objective: To enter vouchers for payment within two weeks of the purchase order dispatch date at least 97% of the time

Measures	2007-08 Actual	2008-09 Budget	2008-09 Revised	2009-10 Budget
Compare the purchase order dispatch date/invoice date	95%	90%	97%	97%

Risk Management



Risk Management functions include liability, property, Workers' Compensation claims resolution, and the administration of the employee safety program. This division is funded entirely by the Risk Management Fund.

FY 2009-10 Budget Highlights:

The approved amount includes the following change:

- transfer of the budget for liability premiums totaling \$130,082 from the Risk Management Fund to the Water, Transit and Performing Arts Funds

The approved budget also includes the shifting of the funding for one Safety & Risk Coordinator position from the Risk Management Fund into the Water/Wastewater Fund. The approved budget also includes the reorganization of three full-time positions into the Risk Management Division, including an Industrial Hygienist and two Safety & Training Coordinator positions. These three positions are funded by the Water/Wastewater Fund.

Expenditures by Type	2007-08 Actual	2008-09 Budget	2008-09 Revised	2009-10 Budget
Personal Services	\$424,735	\$733,106	\$518,508	\$630,594
Supplies and Services	2,956,443	3,953,697	4,045,537	3,832,115
Capital Outlay	28,423			
Internal Services	(3,387,215)	(4,686,803)	(4,564,045)	(4,462,709)
Expenditure Total	\$22,386	\$0	\$0	\$0
Per Capita	\$.013	\$0	\$0	\$0

Authorized Personnel	2007-08 Actual			2008-09 Revised			2009-10 Budget		
	Full Time	Perm FTE	Temp FTE	Full Time	Perm FTE	Temp FTE	Full Time	Perm FTE	Temp FTE
Risk Management	4	0.50		4	0.50		7	0.50	
Total	4	0.50		4	0.50		7	0.50	

*Includes four full-time positions funded by the Water/Wastewater Fund

Related Strategic Issue: Technology, Economic and Community Development

Goal: To partner with all City departments in the detection, elimination, and control of potential loss exposures to the City

Objective: 1) To investigate all Indemnity claims within 7 days; and 2) maximize annual subrogation recovery

Measures	2007-08 Actual	2008-09 Budget	2008-09 Revised	2009-10 Budget
Claims investigated within 7 days	100%	100%	100%	100%
Workers' Compensation claims	\$1,179,272	\$771,150	\$1,150,426	\$1,000,000
Percent change		(34%)	49%	(13%)
Subrogation recovery totals	\$207,758	\$207,758	\$183,621	\$215,000
Percent change		0%	(12%)	17%



Procurement functions include purchasing, contract negotiations for goods and services, and surplus property management.

FY 2009-10 Budget Highlights:

The approved amount includes the following changes:

- reduction of \$14,967 in funding for overtime
- reduction of \$3,199 in funding for wages
- reduction of \$50,000 in funding for postage

Also approved for FY 2009-10 is the reorganization of the Duplicating functions, including 4 full-time positions, into the Information Technology Department. This reorganization is not reflected in the displayed budget and authorized personnel tables due to timing issues.

Expenditures by Type	2007-08 Actual	2008-09 Budget	2008-09 Revised	2009-10 Budget
Personal Services	\$932,286	\$1,008,915	\$910,182	\$977,119
Supplies and Services	508,823	475,754	490,169	444,817
Capital Outlay	676			
Internal Services	(120,495)	(150,757)	(153,075)	(152,745)
Expenditure Total	\$1,321,290	\$1,333,912	\$1,247,276	\$1,269,191
Per Capita	\$7.89	\$7.91	\$7.40	\$7.47

Authorized Personnel	2007-08 Actual			2008-09 Revised			2009-10 Budget		
	Full Time	Perm FTE	Temp FTE	Full Time	Perm FTE	Temp FTE	Full Time	Perm FTE	Temp FTE
Procurement	12		0.62	12		0.62	12		
Total	12		0.62	12		0.62	12		

Related Strategic Issue: Technology, Economic and Community Development

Goal: To procure low cost, quality goods and services for City departments, while ensuring that purchases are made in a timely and ethical manner

Objective: 1) To procure at least 50% of lower cost items through annual contracts; and 2) maintain 100% compliance with the American Bar Association Model Procurement Code

Measures	2007-08 Actual	2008-09 Budget	2008-09 Revised	2009-10 Budget
Lower cost purchases made through annual contracts	54%	45%	50%	50%
Conformity to American Bar Association Model Procurement Code	100%	100%	100%	100%

Tax and License



Tax and License receives all City sales tax and licensing revenue and is responsible for issuing sales tax licenses and auditing license holders.

FY 2009-10 Budget Highlights:

The approved amount includes the following changes:

- elimination of a vacant Tax and License Administrator position
- elimination of a vacant Financial Services Tech II+ position

Expenditures by Type	2007-08 Actual	2008-09 Budget	2008-09 Revised	2009-10 Budget
Personal Services	\$1,305,058	\$1,566,888	\$1,296,631	\$1,468,166
Supplies and Services	72,823	56,380	36,880	78,880
Capital Outlay	15,116	1,500		
Internal Services	178,626	152,128	147,746	161,706
Expenditure Total	\$1,571,623	\$1,776,896	\$1,481,257	\$1,708,752
Per Capita	\$9.39	\$10.54	\$8.78	\$10.06

Authorized Personnel	2007-08 Actual			2008-09 Revised			2009-10 Budget		
	Full Time	Perm FTE	Temp FTE	Full Time	Perm FTE	Temp FTE	Full Time	Perm FTE	Temp FTE
Tax and License	17			18			16		
Total	17			18			16		

Related Strategic Issue: Technology, Economic and Community Development

Goal: To administer the tax and license codes in an efficient, fair, and equitable manner

Objective: 1) To complete audits within 6 months of starting fieldwork 90% of the time; 2) have less than 5% of completed audits be protested; and 3) have protested audits upheld 80% of the time

Measures	2007-08 Actual	2008-09 Budget	2008-09 Revised	2009-10 Budget
Audits completed within six months	94%	80%	95%	90%
Completed audits protested	3%	10%	2%	5%
Protested audits upheld as valid	100%	80%	100%	80%

Customer Services



Customer Services is responsible for billing and collecting charges for water, sewer, solid waste, and irrigation services. This division is funded entirely by the Water/Wastewater Fund.

FY 2009-10 Budget Highlights:

No change in staffing levels

FY 2009-10 Capital Budget Operating Impacts:

As part of the Capital Improvement Program Budget, funding was approved for a utility billing system upgrade

Expenditures by Type	2007-08 Actual	2008-09 Budget	2008-09 Revised	2009-10 Budget
Personal Services	\$1,550,806	\$1,664,979	\$ 1,492,610	\$1,705,278
Supplies and Services	309,507	521,997	453,997	661,107
Capital Outlay	32,462	21,000	105,250	750
Internal Services	(1,449)	(39,909)	(44,251)	(53,258)
Expenditure Total	\$1,891,326	\$2,168,067	\$2,007,606	\$2,313,877
Per Capita	\$11.29	\$12.86	\$11.91	\$13.63

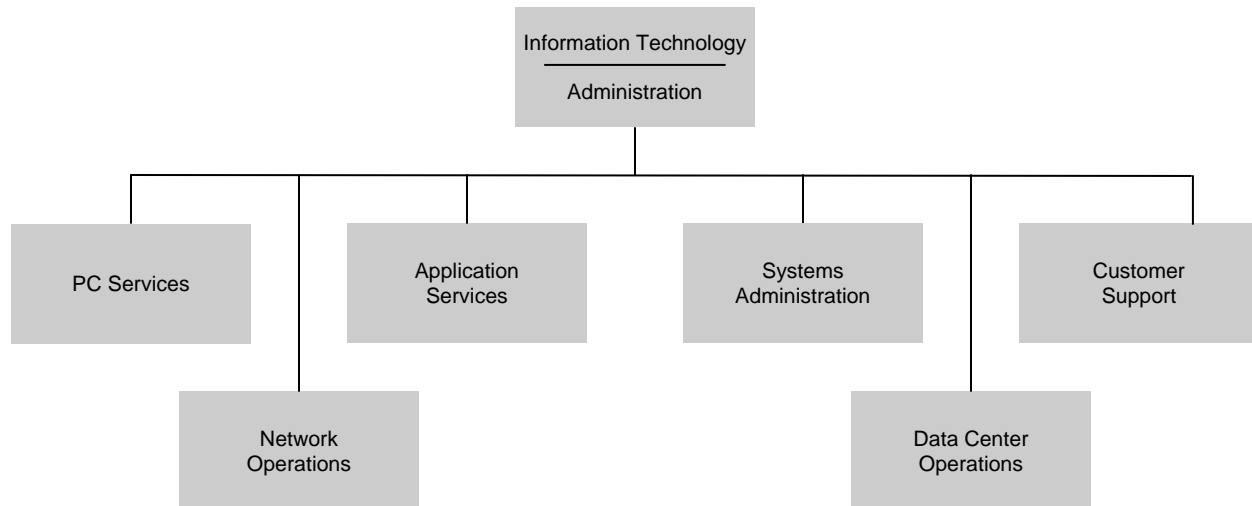
Authorized Personnel	2007-08 Actual			2008-09 Revised			2009-10 Budget		
	Full Time	Perm FTE	Temp FTE	Full Time	Perm FTE	Temp FTE	Full Time	Perm FTE	Temp FTE
Customer Services	21			21			21		
Total	21			21			21		

Related Strategic Issue: Quality of Life

Goal: To answer all incoming calls within the industry standard based on American Water Works Association (AWWA) Benchmarking Water Utility Customer Relations Best Practices (AWWA Research Foundation, 2006)

Objective: 1) To answer customer calls under the AWWA industry standard of 58 seconds; and 2) maintain the abandoned call rate below the AWWA industry standard of 5.8%

Measures	2007-08 Actual	2008-09 Budget	2008-09 Revised	2009-10 Budget
Monthly call center reports (average speed answered)	34 sec.	58 sec.	33 sec.	58 sec.
Monthly call center reports (abandoned call rate)	5%	<5.8%	<5.8%	<5.8%



Department Purpose:

To partner with internal customers and provide them with cost-effective, high quality service, support and systems enabling City departments to be productive, efficient, and deliver excellent service to the residents of Tempe.

Department Description:

The Information Technology Department (ITD) is responsible for fostering a partnership with City Departments and optimizing the productivity of the office environment by empowering our employees with state-of-the-art tools and leveraging the City's investment in information technology. ITD provides services that include: shared resources, systems, software, and information processing.

FY 2009-10 Budget Highlights:

Reorganized to create a seventh division, Customer Support, to meet the needs of internal customers. The new division is comprised of employees from the PC Services and Application Services divisions.

The approved budget includes the following changes:

- elimination of one vacant IT support analyst position
- elimination of one vacant Enterprise Network Technician position
- elimination of one Senior Tech Support Analyst position
- reduction of \$290,000 in funding for PC refresh
- reduction of \$280,000 in funding for server refresh
- reduction of \$550 in funding for telecommunications

Also, one Engineering GIS Analyst Supervisor position was transferred from the Public Works Engineering Division as part of a reorganization to streamline and improve City services. The approved amount does not include the impact of a reorganization of duplicating staff from the Financial Services department into ITD that will be completed during FY 2009-10. This reorganization is not reflected in the displayed budget and authorized personnel tables. due to timing issues.



Expenditures by Type	2007-08 Actual	2008-09 Budget	2008-09 Revised	2009-10 Budget
Personal Services	\$7,566,326	\$8,373,007	\$8,188,131	\$8,110,323
Supplies and Services	6,271,159	5,746,036	5,481,521	7,033,961
Capital Outlay	541,792			4,400
Internal Services	(14,379,277)	(14,119,043)	(13,669,652)	(15,148,684)
Expenditure Total	\$0	\$0	\$0	\$0
Per Capita*	\$85.87	\$83.73	\$81.06	\$89.21

*Based on Internal Services expenditure amounts and displayed for informational purposes

Expenditures by Division	2007-08 Actual	2008-09 Budget	2008-09 Revised	2009-10 Budget
Administration	\$2,803,316	\$1,586,444	\$1,559,917	\$1,818,828
PC Services	1,924,162	1,965,355	1,952,696	1,264,855
Customer Support/Application Services/ Data Management/Public Access Systems/Project Mgt	4,435,275			
Systems & Network Administration/Data Center Operations	3,229,447			
Telecommunications	1,987,077			
Network Operations		2,853,118	2,422,510	2,051,964
Application Services		5,808,942	5,713,233	6,720,748
Systems Administration		1,057,889	1,168,352	1,600,126
Data Center Operations		847,295	852,944	862,727
Customer Support				829,436
Internal Services	(14,379,277)	(14,119,043)	(13,669,652)	(15,148,684)
Total	\$0	\$0	\$0	\$0

Authorized Personnel	2007-08 Actual			2008-09 Revised			2009-10 Budget		
	Full Time	Perm FTE	Temp FTE	Full Time	Perm FTE	Temp FTE	Full Time	Perm FTE	Temp FTE
Administration	4			5			5		
PC Services	8			8			3		
Customer Support/Application Svcs/ Data Management/Public Access Systems/Project Management	38								
Systems & Network Administration/ Data Center Operations	20								
Telecommunications	6								
Network Operations				12			11		
Application Services				38			34		
Systems Administration				7			6		
Data Center Operations				6			6		
Customer Support							9		
Total	76			76			74		

**Related Strategic Issue: Technology, Economic and Community Development****Goal:** To provide prompt response to computer system problems**Objective:** 1) To resolve 87% of incoming calls to the Helpdesk within 30 minutes; 2) settle 10% of calls routed to second level support personnel within 4 hours; and 3) resolve 3% of the calls requiring 4 hours or longer to resolve

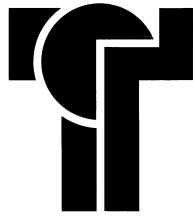
Measures	2007-08 Actual	2008-09 Budget	2008-09 Revised	2009-10 Budget
Calls resolved within 30 minutes	86%	87%	87%	87%
Second level calls resolved within 4 hours	11%	10%	10%	10%
Calls requiring longer than 4 hours to resolve	3%	3%	3%	3%

Related Strategic Issue: Technology, Economic and Community Development**Goal:** To minimize system downtime**Objective:** To average less than 30 milliseconds for PC to server response time during peak traffic load

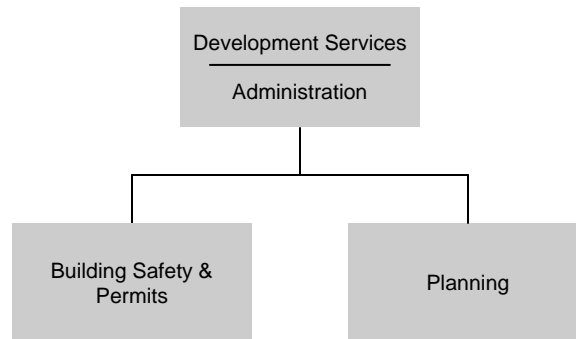
Measures	2007-08 Actual	2008-09 Budget	2008-09 Revised	2009-10 Budget
PC to server response time during peak traffic load (milliseconds)	30	28	28	28

Related Strategic Issue: Technology, Economic and Community Development**Goal:** To provide prompt computer response time**Objective:** To target 99.93% network access availability for voice and data

Measures	2007-08 Actual	2008-09 Budget	2008-09 Revised	2009-10 Budget
Network access availability for voice and data	99.93%	99.93%	99.93%	99.93%



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**Department Purpose:**

To protect public health and safety by providing advice and giving direction as projects navigate the challenges and opportunities of developing in a built-out community.

Department Description:

The Development Services Department is responsible for enhancing the quality of Tempe's living environment and its economic base. Services provided are as follows: (1) assisting our customers through the City's development entitlement process; (2) current planning and administrative support for design review, board of adjustment, planning commission, and City Council; (3) professional advisement on the change or adoption of codes and ordinances, rules and regulations applicable to new development, redevelopment, construction and property conservation; (4) review and approval of building plans and specifications of all proposed construction; (5) issuance of building, fire and engineering permits for development; (6) on-site building inspections; and (7) development of long range, strategic, and local area planning documents for the City of Tempe.

FY 2009-10 Budget Highlights:

The approved amount includes the following changes:

- elimination of a vacant Building Code Complaint Investigator position
- elimination of a vacant Senior Planner position
- transfer of an Administrative Assistant II+ position to the Fire Department
- reduction in \$88,044 of funding for overtime
- reduction of \$6,735 of funding for wages
- reduction of \$49,724 in funding for miscellaneous line items

The approved amount does not include the impact of a reorganization of code enforcement staff from the Community Development department into Development Services that will be completed during FY 2009-10.



	2007-08 Actual	2008-09 Budget	2008-09 Revised	2009-10 Budget
Expenditures by Type				
Personal Services	\$5,278,013	\$5,590,884	\$5,415,930	\$5,583,944
Supplies and Services	541,895	312,996	217,996	172,064
Capital Outlay	271,005			
Internal Services	825,883	658,459	627,644	763,795
Expenditure Total	\$6,916,796	\$6,562,339	\$6,261,570	\$6,519,803
Per Capita	\$41.30	\$38.92	\$37.13	\$38.39

	2007-08 Actual	2008-09 Budget	2008-09 Revised	2009-10 Budget
Expenditures by Division				
Development Services - Administration	\$854,995	\$685,424	\$700,220	\$726,126
Building Safety and Permits	3,932,546	3,631,612	3,427,819	3,581,360
Planning	2,129,255	2,245,303	2,133,531	2,212,317
Total	\$6,916,796	\$6,562,339	\$6,261,570	\$6,519,803

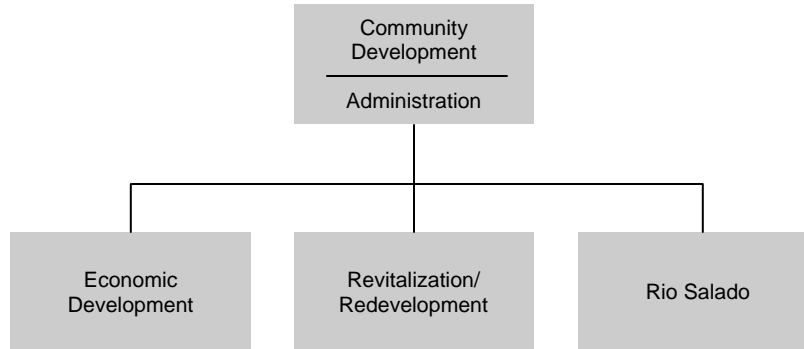
	2007-08 Actual			2008-09 Revised			2009-10 Budget		
	Full Time	Perm FTE	Temp FTE	Full Time	Perm FTE	Temp FTE	Full Time	Perm FTE	Temp FTE
Authorized Personnel									
Development Services - Administration	3			3			3		
Building Safety and Permits	34		2.00	33		2.00	32		.66
Planning	22		1.86	21		1.86	19		1.86
Total	59		3.86	57		3.86	54		2.52

Related Strategic Issue: Technology, Economic and Community Development

Goal: To verify through formal plan check and permit processes that plans, specifications, and engineering calculations meet minimum requirements for adopted building codes, ADA, and planning and zoning ordinances

Objective: 1) To complete 100% of building inspections within one day of request; 2) process 95% of plan reviews within agreed time frame; 3) complete 95% of preliminary site plan reviews by due date; 4) complete and submit 100% of all city clerk reports on time; 5) serve 100% of customers within five minutes of arrival; and 6) accurately perform front counter activities 95% of the time

Measures	2007-08 Actual	2008-09 Budget	2008-09 Revised	2009-10 Budget
Building inspections completed within one day of request	100%	100%	100%	100%
Plan reviews processed within agreed time frame	95%	95%	95%	95%
Complete all preliminary site plan reviews by due date	N/A	95%	95%	95%
Complete and submit all reports to City Clerk on time	N/A	100%	100%	100%
Customers served within five minutes of arrival	100%	100%	100%	100%
Accuracy of front counter activities	95%	95%	95%	95%

**Department Purpose:**

To proactively solve the challenges related to Economic Development, Redevelopment, Tempe Town Lake, Housing and Neighborhood Enhancement by focusing on quality new urban development and job attraction while making sure the physical condition of our neighborhoods is maintained and nurtured.

Department Description:

The Community Development Department is responsible for a wide range of activities that focus on promoting Tempe as a favorable place for business location and expansion. Its divisions and their respective functions include:

Economic Development is responsible for working with prospective businesses, coordinating regional and local entities in attracting quality companies, broadening the Tempe tax base, and encouraging educational, cultural and recreational opportunities that make for a well-balanced City and contribute to the quality of life.

Revitalization/Redevelopment is responsible for receiving and investigating complaints of all alleged City code violations, and initiating action to abate violations; recommending codes and ordinances, rules and regulations applicable to construction and property preservation; providing low interest housing rehabilitation loans and rental assistance for the elderly, persons with disabilities and low income individuals and families; administering redevelopment and historic preservation programs; and developing neighborhood plans and low income housing plans.

Rio Salado is responsible for management of the Rio Salado Town Lake project and coordinating development in the Rio Salado region. Funded by the Rio Salado Fund.



Expenditure by Type	2007-08 Actual	2008-09 Budget	2008-09 Revised	2009-10 Budget
Personal Services	\$4,523,265	\$5,020,538	\$4,565,491	\$4,872,154
Supplies and Services	10,194,596	10,508,361	10,195,126	11,459,808
Capital Outlay	12,388	13,000	14,003	89,225
Internal Services	896,720	470,297	438,800	514,945
Contributions	581,197	583,705	583,705	611,516
Contingencies		10,257		35,514
Expenditure Total	\$16,208,166	\$16,606,158	\$15,797,125	\$17,583,162
Per Capita	\$96.79	\$98.48	\$93.68	\$103.55

Expenditures by Division	2007-08 Actual	2008-09 Budget	2008-09 Revised	2009-10 Budget
Administration/Economic Development	\$1,173,660	\$1,224,121	\$1,135,191	\$1,093,651
Revitalization/Redevelopment	14,097,431	14,112,140	13,409,191	15,302,681
Rio Salado	937,075	1,269,897	1,252,743	1,186,830
Total	\$16,208,166	\$16,606,158	\$15,797,125	\$17,583,162

	2007-08 Actual			2008-09 Revised			2009-10 Budget		
Authorized Personnel	Full Time	Perm FTE	Temp FTE	Full Time	Perm FTE	Temp FTE	Full Time	Perm FTE	Temp FTE
Administration/Economic Development	8		1.00	8		1.00	7		1.00
Revitalization/Redevelopment	37		6.60	37		6.60	36	1.60	5.00
Rio Salado	9		0.49	9		0.49	8		0.49
Total	54		8.09	54		8.09	51	1.60	6.49



Working with prospective businesses, coordinating regional and local entities in attracting quality companies, broadening the Tempe tax base, and encouraging educational, cultural and recreational opportunities that make for a well-balanced city and contribute to the quality of life.

FY 2009-10 Budget Highlights:

The approved amount includes the following changes:

- elimination of one vacant Executive Assistant position
- funding for 33% of the Community Development Manager's salary from CDBG/Section 8 funds
- reduction of \$3,000 in funding for advertising
- reduction of \$3,000 in funding for travel

Also approved for FY 2009-10 is the reorganization of the Transportation Planning functions, including 7 full-time positions, from the Public Works Department into the Community Development Department. This reorganization is not reflected in the displayed budget and authorized personnel table below due to timing issues. This reorganization is scheduled to be completed during FY 2009-10.

Expenditures by Type	2007-08 Actual	2008-09 Budget	2008-09 Revised	2009-10 Budget
Personal Services	\$791,774	\$885,985	\$799,702	\$738,549
Supplies and Services	143,057	115,630	114,560	109,630
Capital Outlay	1,473			
Internal Services	72,702	57,087	55,510	80,053
Contributions	164,654	165,419	165,419	165,419
Expenditure Total	\$1,173,660	\$1,224,121	\$1,135,191	\$1,093,651
Per Capita	\$7.01	\$7.45	\$6.73	\$6.44

Authorized Personnel	2007-08 Actual			2008-09 Revised			2009-10 Budget		
	Full Time	Perm FTE	Temp FTE	Full Time	Perm FTE	Temp FTE	Full Time	Perm FTE	Temp FTE
Administration/Economic Development	8		1.00	8		1.00	7		1.00
Total	8		1.00	8		1.00	7		1.00

Related Strategic Issue: Technology, Economic and Community Development

Goal: To expand and diversify the Tempe economy

Objective: To grow the tax base and job market in the community

Measures	2007-08 Actual	2008-09 Budget	2008-09 Revised	2009-10 Budget
Opportunities to retain Tempe businesses	20	60	65	50
Jobs generated by new companies	2,041	1,600	1,700	1,200
New businesses brought to Tempe	19	14	15	8
Successful business retention and expansions	6	12	8	10

Revitalization/Redevelopment



The Revitalization/Redevelopment Division is charged with a wide variety of projects including redevelopment, historic preservation, housing assistance, homeless coordination, code compliance and neighborhood revitalization. This division includes activities funded from the Federal Section 8, Community Development Block Grant funds, and the City's General Fund.

FY 2009-10 Budget Highlights:

The approved amount includes the following changes:

- elimination of one vacant Deputy Community Development Manager position

Also, funding was provided for two part-time positions (1.60 FTE) as part of the Homeless Outreach Program Effort (HOPE). These positions were previously funded as temporary part-time positions.

Expenditures by Type	2007-08 Actual	2008-09 Budget	2008-09 Revised	2009-10 Budget
Personal Services	\$2,934,776	\$3,240,760	\$2,925,602	\$3,347,475
Supplies and Services	9,771,613	10,100,874	9,748,995	11,025,321
Capital Outlay	7,477	13,000	13,000	70,725
Internal Services	967,024	328,963	303,308	377,549
Contributions	416,541	418,286	418,286	446,097
Contingencies		10,257		35,514
Expenditure Total	\$14,097,431	\$14,112,140	\$13,409,191	\$15,302,681
Per Capita	\$84.18	\$83.69	\$79.52	\$90.12

	2007-08 Actual			2008-09 Revised			2009-10 Budget		
	Full Time	Perm FTE	Temp FTE	Full Time	Perm FTE	Temp FTE	Full Time	Perm FTE	Temp FTE
Authorized Personnel									
Revitalization/Redevelopment	37		6.60	37		6.60	36	1.60	5.00
Total	37		6.60	37		6.60	36	1.60	5.00

Related Strategic Issue: Technology, Economic and Community Development

Goal: To obtain compliance with City codes that relate to nuisances, property enhancements, rental housing and zoning ordinance requirements

Objective: 1) To resolve code issues within 40 days or less; 2) close 100% of code enforcement cases received; and 3) achieve a 90% voluntary compliance rate for property owners cited with a code violation

Measures	2007-08 Actual	2008-09 Budget	2008-09 Revised	2009-10 Budget
Number of days to resolve code violations	36	40	40	40
Code enforcement cases received	8,871	7,000	7,000	7,000
Code enforcement cases closed	8,846	7,000	7,000	7,000
Percent Closed	99%	100%	100%	100%
Cases per inspector per month	69	60	60	60
Code violation voluntary compliance rate	92%	90%	90%	90%

**Related Strategic Issue: Housing**

Goal: To maintain a desirable residential environment through proactive and reactive enforcement of residential property maintenance codes

Objective: 1) To maintain a minimum 50/50 ratio between proactive and reactive code responses; 2) minimize the resident level of dissatisfaction with the maintenance of residential property in their neighborhood to less than 18%; and 3) minimize the resident level of dissatisfaction with the responsiveness of code enforcement complaints to less than 27%

Measures	2007-08 Actual	2008-09 Budget	2008-09 Revised	2009-10 Budget
Ratio between proactive and reactive code responses	55/45	50/50	50/50	50/50
Resident dissatisfaction with the maintenance of private property in their neighborhood*	19.2%	<19%	18%	<18%
Resident dissatisfaction with the responsiveness to code enforcement complaints*	15.9%	<15%	27%	<27%

*Measured by the percent of residents that responded with "Very Satisfied" or "Satisfied" in the annual Community Attitude Survey

Related Strategic Issue: Housing, Quality of Life

Goal: To make responsible investments of time, money, and energy that produce a variety of housing opportunities for those most in need while simultaneously strengthening the social, economic, and social character of our neighborhoods

Objective: 1) To invest in housing development that allows for maximum long-term affordability while providing alternatives for affordable housing units lost through redevelopment; and 2) increase community partnerships by 20%

Measures	2007-08 Actual	2008-09 Budget	2008-09 Revised	2009-10 Budget
Decent and affordable rental housing units made available	5	5	0	5
Decent and affordable owner occupied housing units made available	3	5	3	6
Percent increase in community partnerships	20%	20%	20%	20%
HOPE outreach team providing homeless services to individuals that leads to housing	25	25	40	40

Related Strategic Issue: Housing, Quality of Life

Goal: To create an adequate supply of affordable, quality, rental housing

Objective: 1) To provide rental subsidies, family self-sufficiency support; and 2) encourage homeownership for low income individuals and families living in rental housing

Measures	2007-08 Actual	2008-09 Budget	2008-09 Revised	2009-10 Budget
Households provided with rental assistance Housing Choice Vouchers	1,164	1,082	1,082	1,082
Housing quality inspections	1,779	1,800	1,715	1,800
Section 8 Family Self-Sufficiency program participation	63	65	58	65

Related Strategic Issue: Housing, Quality of Life

Goal: To increase homeownership within the City, revitalize and preserve neighborhoods, and help low and moderate income families build wealth through their investment in homeownership

Objective: To ensure homebuyers have the information, education, and counseling services through partnerships with local nonprofit organizations and financial institutions

Measures	2007-08 Actual	2008-09 Budget	2008-09 Revised	2009-10 Budget
Households becoming homeowners with HOME funding	8	12	10	10
Families graduated from Family Self-Sufficiency program	2	5	3	5
Section 8 families becoming homeowners through HOME or American Dream Down payment Initiative (ADDI) funds	0	1	1	1
Families receiving U.S. Department of Housing and Urban Development (HUD) housing counseling	166	75	75	75



The Rio Salado Division is responsible for the management of the Rio Salado Town Lake project and coordinating development in the Rio Salado region. This division is funded by the Rio Salado Fund.

FY 2009-10 Budget Highlights:

The approved amount includes the reorganization of a Community Relations Coordinator position into the Community Relations Department. This position will remain funded by the Rio Salado Fund.

Also approved for FY 2009-10 is the reorganization of the Rio Salado Operations Division, including 3 full-time positions, into the Parks and Recreation Department. This reorganization is not reflected in the displayed budget and authorized personnel table below due to timing issues. This reorganization is scheduled to be completed during FY 2009-10.

Expenditures by Type	2007-08 Actual	2008-09 Budget	2008-09 Revised	2009-10 Budget
Personal Services	\$796,715	\$893,793	\$840,187	\$786,130
Supplies and Services	279,926	291,857	331,571	324,857
Capital Outlay	3,438		1,003	18,500
Internal Services	(143,004)	84,247	79,982	57,343
Expenditure Total	\$937,075	\$1,269,897	\$1,252,743	\$1,186,830
Per Capita	\$5.61	\$7.53	\$7.43	\$6.99

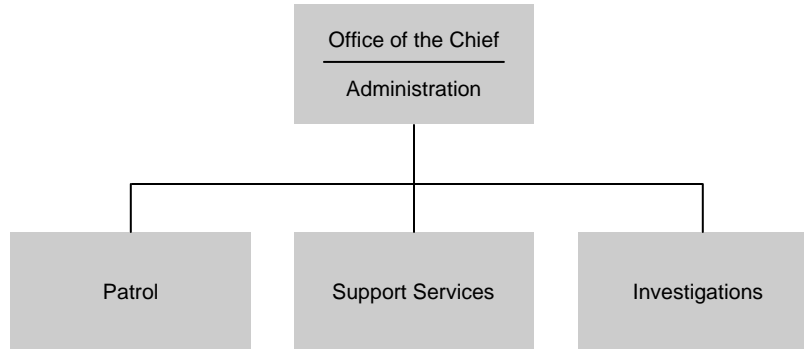
Authorized Personnel	2007-08 Actual			2008-09 Revised			2009-10 Budget		
	Full Time	Perm FTE	Temp FTE	Full Time	Perm FTE	Temp FTE	Full Time	Perm FTE	Temp FTE
Rio Salado	9		0.49	9		0.49	8		0.49
Total	9		0.49	9		0.49	8		0.49

Related Strategic Issues: Community Sustainability, Mill and Lake District, Neighborhood Parks Rehabilitation and Maintenance

Goal: To increase use of Tempe Town Lake and the surrounding Rio Salado parks

Objective: 1) To increase revenue from lake and activities in the surrounding parks; and 2) increase development in the Rio Salado region

Measures	2007-08 Actual	2008-09 Budget	2008-09 Revised	2009-10 Budget
Boat permit revenue	\$26,040	\$25,180	\$21,970	\$22,720
Boat storage marina revenue	\$51,537	\$50,000	\$53,688	\$50,000
Boating class revenue	\$21,627	\$21,700	\$19,700	\$19,800
Boat storage operations center revenue	\$31,024	\$23,000	\$31,457	\$32,000
Property valuation changed in the Rio Salado Enterprise Fund area	39.4%	38.5%	15.1%	48.3%
Percentage of CFD capital assessment repaid by private development	1.9%	2.1%	4.1%	6.0%
Percentage of CFD operating and maintenance expenses covered by private development	11.6%	24.6%	16.8%	19.0%
<i>Percentage of Total Development</i>				
City development (facilities)	N/A	7%	7%	7%
City parks	N/A	16%	21%	21%
City open space	N/A	21%	21%	21%
Private development	N/A	11%	11%	11%
Currently undeveloped	N/A	45%	40%	40%

**Department Purpose:**

To partner with the residents of Tempe to improve the quality of life in our City by identifying and resolving public safety concerns.

Department Description:

The Police Department consists of the following divisions: Office of the Chief, Patrol, Support Services, and Investigations. The department's responsibilities include effective and efficient police protection through investigations of criminal offenses, enforcement of state laws and City ordinances, response to resident requests for services, and maintenance of support services.

Expenditures by Type	2007-08 Actual	2008-09 Budget	2008-09 Revised	2009-10 Budget
Personal Services	\$55,870,906	\$59,039,732	\$60,260,076	\$58,702,213
Supplies and Services	5,368,738	7,109,291	6,014,260	6,700,513
Capital Outlay	159,473	90,390	12,769	
Internal Services	8,132,005	8,960,309	8,473,070	9,497,570
Expenditure Total	\$69,531,122	\$75,199,722	\$74,760,175	\$74,900,296
<i>Per Capita (Comparative Benchmark)</i>	\$415.22	\$445.95	\$443.34	\$441.08

Expenditures by Division	2007-08 Actual	2008-09 Budget	2008-09 Revised	2009-10 Budget
Office of the Chief	\$5,524,648	\$6,937,660	\$5,895,465	\$6,728,013
Patrol	39,001,750	40,723,236	40,506,619	37,670,493
Support Services	10,911,477	11,173,220	11,333,612	13,772,728
Investigations	14,093,247	16,365,606	17,024,479	16,729,062
Total	\$69,531,122	\$75,199,722	\$74,760,175	\$74,900,296

Authorized Personnel	2007-08 Actual			2008-09 Revised			2009-10 Budget		
	Full Time	Perm FTE	Temp FTE	Full Time	Perm FTE	Temp FTE	Full Time	Perm FTE	Temp FTE
Office of the Chief	20			20			7		
Patrol	303		3.29	304		3.29	303		3.29
Support Services	120	0.50	4.70	122		1.70	133		1.70
Investigations	124		1.26	128		1.26	118		1.26
Total	567	0.50	9.25	574		6.25	561		6.25



The Police Chief is responsible for the administration and general supervision of all police operations. This office also is charged with the coordination of all investigations and procedures. Services provided by this division are as follows: (1) provide leadership, management and administration for the Police Department; (2) conduct planning and research studies; (3) administer departmental operating and capital improvement budgets; (4) administer, review, and revise departmental policies and procedures; (5) coordinate the selection and retention of employees; and (6) store and retrieve departmental criminal justice information.

FY 2009-10 Budget Highlights:

The approved amount reflects the reorganization of the Office of Management, Budget, and Research into the Support Services Division. This reorganization includes the transfer of 13 full-time positions and associated operating expenses. The approved amount also reflects lower estimates for photo radar vendor payments and criminal justice fees in FY 2009-10.

Expenditures by Type	2007-08 Actual	2008-09 Budget	2008-09 Revised	2009-10 Budget
Personal Services	\$1,734,302	\$2,178,871	\$1,885,074	\$1,431,355
Supplies and Services	2,865,987	3,338,870	2,599,892	3,936,262
Capital Outlay	29,281			
Internal Services	895,078	1,419,919	1,410,499	1,360,396
Expenditure Total	\$5,524,648	\$6,937,660	\$5,895,465	\$6,728,013
Per Capita	\$32.99	\$41.14	\$34.96	\$39.62

Authorized Personnel	2007-08 Actual			2008-09 Revised			2009-10 Budget		
	Full Time	Perm FTE	Temp FTE	Full Time	Perm FTE	Temp FTE	Full Time	Perm FTE	Temp FTE
Office of the Chief	20			20			7		
Total	20			20			7		

Related Strategic Issue: Quality of Life

Goal: To uphold and enforce the laws of the state and City through professional law enforcement, and maintain the department's awareness of how the public perceives the department

Objective: 1) To maintain a minimum of 85% the level of residents' satisfaction with the quality of local police services as measured by the Community Attitude Survey; and 2) efficiently manage resources to meet the needs of residents with less than 2.04 sworn full-time equivalents (FTE) per 1,000 capita

Measures (Comparative Benchmark)	2007-08 Actual	2008-09 Budget	2008-09 Revised	2009-10 Budget
Quality of local police services*	76%	80%	83%	85%
Operating and Maintenance Cost per Capita	\$352.40	\$445.95	\$365.35	\$365.35
Sworn FTE's per Capita (1,000)	2.05	2.04	2.05	2.04
Percent change	4.6%	4.1%	0%	(0.6%)
Non-Sworn FTE's per Capita (1,000)	1.23	1.22	1.23	1.16

*Measured by the percent of residents that responded with "Very Satisfied" or "Satisfied" in the annual Community Attitude Survey



The Police Patrol Division is responsible for providing basic community policing services. Services provided by this division are as follows: (1) respond to requests for service; (2) perform preliminary investigative work at crime scenes; (3) work with the community to address public safety concerns; (4) conduct vehicle patrol to provide visibility in neighborhoods; (5) provide police resources for special or unscheduled events that require additional staffing; and (6) provide crime prevention and community education programs to the public.

FY 2009-10 Budget Highlights:

The approved amount includes the following changes:

- elimination of two vacant Traffic Enforcement Aide positions
- reduction of salary expenses of \$1,350,000 in anticipation of the receipt of federal Community Oriented Policing Grants and Justice Assistance Grants

Expenditures by Type	2007-08 Actual	2008-09 Budget	2008-09 Revised	2009-10 Budget
Personal Services	\$32,405,762	\$32,776,699	\$33,427,443	\$31,358,004
Supplies and Services	1,428,433	2,800,459	2,250,431	636,407
Capital Outlay	109,950	60,260	9,513	
Internal Services	5,057,605	5,085,818	4,819,232	5,676,082
Expenditure Total	\$39,001,750	\$40,723,236	\$40,506,619	\$37,670,493
Per Capita	\$232.90	\$241.49	\$240.21	\$221.84

Authorized Personnel	2007-08 Actual			2008-09 Revised			2009-10 Budget		
	Full Time	Perm FTE	Temp FTE	Full Time	Perm FTE	Temp FTE	Full Time	Perm FTE	Temp FTE
Patrol	303		3.29	304		3.29	303		3.29
Total	303		3.29	304		3.29	303		3.29

Related Strategic Issue: Quality of Life

Goal: To effectively respond to requests for Police, Fire, and emergency medical calls

Objective: To respond to all accident emergency calls within an average of 5:00 minutes

Measures (Comparative Benchmark)	2007-08 Actual	2008-09 Budget	2008-09 Revised	2009-10 Budget
Average response time to emergency calls (minutes)	5:07	5:00	5:08	5:05

Support Services



The Support Services Division is comprised of Personnel Services, Communications, Records, Operations Support, Public Information, and Volunteers in Policing. Support Services is responsible for providing comprehensive support services to the entire Police Department. Services provided by this division are as follows: (1) answer all incoming calls and provide 24-hour dispatch service; (2) provide radio communications between the police station and all patrol field units; (3) provide full service police records management services; (4) respond to media requests for information; (5) recruit, test, and hire sworn police officers and civilian personnel; (6) provide in-service training programs; (7) investigate internal complaints and serve as liaison with the Tempe Citizens' Panel for Review of Police Complaints and Use of Force; (8) provide jail and booking service and transport all prisoners to the City Court; (9) update and implement organizational policy and procedure; (10) process and maintain all impounded property; and (11) provide crime scene photography and evidence collection services.

FY 2009-10 Budget Highlights:

The approved amount includes the following changes:

- elimination of a vacant Records Clerk II position
- shifting of a Records Clerk II position to a non-General Fund revenue source

The approved amount and staffing level reflect the impact of the reorganization of the Office of Management, Budget and Research from the Office of the Chief.

FY 2009-10 Capital Budget Operating Impacts:

As part of the Capital Improvement Program Budget, funding was approved for the Technology Integrated Police Systems (TIPS)

Expenditures by Type	2007-08 Actual	2008-09 Budget	2008-09 Revised	2009-10 Budget
Personal Services	\$9,477,751	\$9,911,106	\$10,013,186	\$10,925,856
Supplies and Services	587,308	514,901	592,327	1,908,780
Capital Outlay	18,948		3,256	
Internal Services	827,470	747,213	724,843	938,092
Expenditure Total	\$10,911,477	\$11,173,220	\$11,333,612	\$13,772,728
Per Capita	\$65.16	\$66.26	\$67.21	\$81.11

Authorized Personnel	2007-08 Actual			2008-09 Revised			2009-10 Budget		
	Full Time	Perm FTE	Temp FTE	Full Time	Perm FTE	Temp FTE	Full Time	Perm FTE	Temp FTE
Support Services	120	0.5	4.70	122		1.70	133		1.70
Total	120	0.5	4.70	122		1.70	133		1.70

Related Strategic Issue: Quality of Life

Goal: 1) To effectively answer "911" requests for Police, Fire, and emergency medical calls; and 2) provide proactive neighborhood programs

Objective: 1) To respond to all resident calls for police services; and 2) maintain or increase neighborhoods participating in the Crime Watch program

Measures	2007-08 Actual	2008-09 Budget	2008-09 Revised	2009-10 Budget
Priority Zero calls answered*	4,426	4,500	3,961	4,227
Percent change	3.1%	(1.4%)	(10.5%)	6.7%
Resident calls for police service	112,409	121,246	106,317	114,191
Percent change	9.2%	2.6%	(5.4%)	7.4%
Neighborhoods with Crime Watch program	332	362	332	332
Percent change	(8.3%)	0%	0%	0%

* Priority zero calls are residents calls for service that were responded to by patrol and have received a priority designation. They are the highest priority calls that represent life threatening emergencies

Investigations



The Investigations Division is comprised of Criminal Investigations, Special Investigations, Special Services, and Traffic Investigations. The Investigations Division is responsible for investigating felony, misdemeanor crimes; working in the schools; providing undercover and narcotics investigations, testifying in court, and providing basic services in the Downtown and Rio Salado areas. Services provided by this division are as follows: (1) investigate and report incidents of crime; (2) investigate and report motor vehicle accidents; (3) investigate and clear Part 1 and Part II crimes against persons and property; (4) investigate and prevent traffic accidents; (5) develop selective enforcement programs against special or increasing crime problems; and (6) provide specialty services including Mounted and K-9 functions.

FY 2009-10 Budget Highlights:

The approved amount includes the following changes:

- elimination of one vacant Community Services Officer position
- elimination of two vacant Lieutenant positions
- eliminations of 7 vacant Park Ranger positions
- addition of \$148,289 in funding for contract security costs

Expenditures by Type	2007-08 Actual	2008-09 Budget	2008-09 Revised	2009-10 Budget
Personal Services	\$12,253,091	\$14,173,056	\$14,934,373	\$14,546,198
Supplies and Services	487,010	455,061	571,610	659,864
Capital Outlay	1,294	30,130		
Internal Services	1,351,852	1,707,359	1,518,496	1,523,000
Expenditure Total	\$14,093,247	\$16,365,606	\$17,024,479	\$16,729,062
Per Capita	\$84.16	\$97.05	\$100.96	\$98.52

Authorized Personnel	2007-08 Actual			2008-09 Revised			2009-10 Budget		
	Full Time	Perm FTE	Temp FTE	Full Time	Perm FTE	Temp FTE	Full Time	Perm FTE	Temp FTE
Investigations	124		1.26	128		1.26	118		1.26
Total	124		1.26	128		1.26	118		1.26

Related Strategic Issue: Quality of Life

Goal: To investigate and clear cases assigned to the Criminal Investigations Division

Objective: 1) To effectively manage 158 property cases per investigator; and 2) effectively manage 117 persons cases per investigator

Measures	2007-08 Actual	2008-09 Budget	2008-09 Revised	2009-10 Budget
Property cases assigned	2,281	2,561	2,031	2,210
Cases per investigator	163	176	145	158
Percent change	(1.6%)	6%	(11%)	8.8%
Persons cases assigned	2,064	2,186	2,076	2,102
Cases per investigator	115	121	115	117
Percent change	(4.7%)	7%	0%	1.3%

Related Strategic Issue: Quality of Life

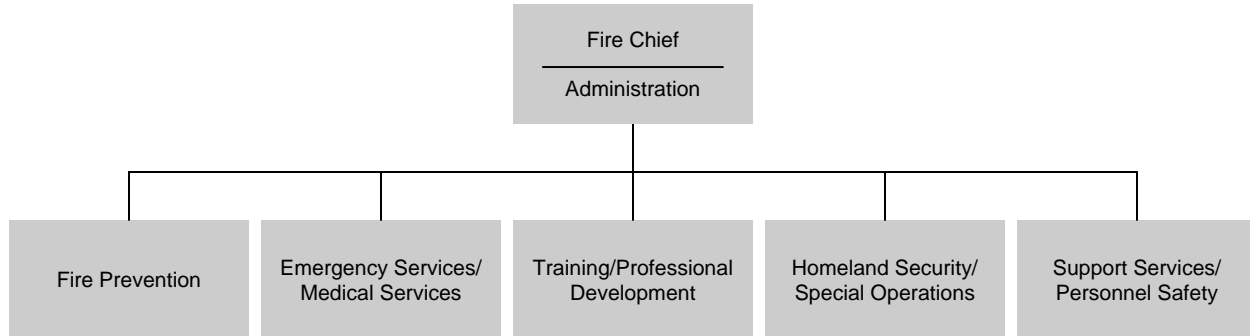
Goal: 1) To uphold and enforce the laws through professional law enforcement; and 2) maintain the Department's awareness of how the public perceives the department

Objective: To maintain or improve clearance rate of Part 1 crimes

Measures	2007-08 Actual	2008-09 Budget	2008-09 Revised	2009-10 Budget
Part 1 Crimes-Property	10,737	13,055	9,635	10,913
Clearance rate	15.8%	14%	10.5%	11%
Park 1 Crimes-Persons	898	1,004	830	911
Clearance rate	37.5%	32.2%	38.1%	35.7%
Part 1 Crimes per 1,000 capita	67	84	61	68



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**Department Purpose:**

To provide for the safety and welfare of the public through preservation of life, property, and the environment.

Department Description:

The Fire Department consists of Administration and Fire Prevention, Emergency/Medical Services, Training/Professional Development, Homeland Security/Special Operations, and Support Services/Personnel Safety divisions.

The Department's operational areas include administrative services, fire suppression, emergency management, emergency medical services, hazardous materials control, technical rescue, communications, equipment and facilities maintenance, training, fire prevention and inspection, and public safety education.

Expenditures by Type	2007-08 Actual	2008-09 Budget	2008-09 Revised	2009-10 Budget
Personal Services	\$19,500,463	\$23,313,490	\$22,270,756	\$22,850,342
Supplies and Services	1,887,838	2,403,998	2,569,692	2,686,142
Contributions	12,858	12,900	11,249	12,900
Capital Outlay	433,461	267,400	273,200	1,245,400
Internal Services	1,442,280	1,719,241	1,711,337	1,931,988
Expenditure Total	\$23,276,900	\$27,717,029	\$26,844,334	\$28,726,772
Per Capita (Comparative Benchmark)	\$139.00	\$164.37	\$159.19	\$169.17



Expenditures by Division	2007-08 Actual	2008-09 Budget	2008-09 Revised	2009-10 Budget
Administration/Fire Prevention	\$3,401,001	\$3,523,884	\$3,419,900	\$3,679,957
Emergency/Medical Services	16,744,560	20,764,662	19,893,035	20,159,100
Training/Professional Development	490,481	481,537	527,312	471,444
Homeland Security/Special Operations	479,781	495,937	487,591	564,040
Support Services/Personnel Safety	2,161,077	2,451,009	2,516,496	3,852,231
Total	\$23,276,900	\$27,717,029	\$26,844,334	\$28,726,772

	2007-08 Actual			2008-09 Revised			2009-10 Budget		
	Full Time	Perm FTE	Temp FTE	Full Time	Perm FTE	Temp FTE	Full Time	Perm FTE	Temp FTE
Authorized Personnel									
Administration/Fire Prevention	20			20			20		
Emergency/Medical Services	155			155			153		
Training/Professional Development	3			3			3		
Homeland Security/Special Operations	3			3			3		
Support Services/Personnel Safety	5	1.00		5	1.00		5	1.00	
Total	186	1.00		186	1.00		184	1.00	

Administration and Fire Prevention



Administration is responsible for general policy and direction of the department, as delineated in the Five-Year Strategic Plan and Operational Guide, by providing management and leadership for the operating divisions within the Fire Department. Development and administration of the budget, recruitment, member safety and wellness program management are also basic responsibilities of Administration.

The goal of Fire Prevention is to prevent loss of life, injury and property loss to fire through the creation, implementation, and management of comprehensive and effective building and fire codes, education programs and fire inspections. Services include: (1) inspection of commercial and industrial properties; (2) response to resident fire hazard complaints; (3) approval of plans for and inspections of new construction; (4) determination of cause and origin of fires; (5) public information office; (6) volunteer program; and (7) public safety education programs.

FY 2009-10 Budget Highlights:

The approved amount includes the following changes:

- elimination of two vacant Fire Inspector II positions
- funding for one full-time Fire Inspector by the Tempe County Island Fire District

Also, as part of a reorganization, one Administrative Assistant position was transferred from the Development Services Department to the Administration division of the Fire Department.

Expenditures by Type	2007-08 Actual	2008-09 Budget	2008-09 Revised	2009-10 Budget
Personal Services	\$2,095,416	\$2,426,521	\$2,302,392	\$2,382,271
Supplies and Services	338,968	214,551	204,650	370,916
Capital Outlay				
Internal Services	966,617	882,812	912,858	926,770
Expenditure Total	\$3,401,001	\$3,523,884	\$3,419,900	\$3,679,957
Per Capita	\$20.31	\$20.90	\$20.28	\$21.67

	2007-08 Actual			2008-09 Revised			2009-10 Budget		
	Full Time	Perm FTE	Temp FTE	Full Time	Perm FTE	Temp FTE	Full Time	Perm FTE	Temp FTE
Authorized Personnel									
Administration and Fire Prevention/Personnel Safety	19			20			20		
Total	19			20			20		

Related Strategic Issue: Quality of Life

Goal: To provide high quality cost efficient fire services

Objective: 1) To efficiently manage resources to meet the needs of residents with 9.13 sworn full-time equivalents (FTE) per capita and .15 fire stations per square mile; 2) attain 92% resident satisfaction with the quality of local fire services; and 3) maintain daily minimum firefighter staff level at 42

Measures (Comparative Benchmark)	2007-08 Actual	2008-09 Budget	2008-09 Revised	2009-10 Budget
Firefighters per capita (10,000)	9.43	9.37	9.37	9.13
Non-Firefighters per capita (10,000)	1.67	1.66	1.66	1.70
Fire Stations per square mile	0.15	0.15	0.15	0.15
Resident satisfaction with the quality of local fire service*	89%	89%	92%	92%
Daily minimum firefighter staffing level	38	42	42	42

*Measured by the percent of residents that responded with "Very Satisfied" or "Satisfied" in the annual Community Attitude Survey

Emergency/Medical Services



The goal of Emergency Services is to deliver rapid effective service when fire, medical and other hazardous emergencies occur. These services are extended through the use of seven engine companies and two ladder trucks located at six fire stations throughout the City. Services provided by this division are as follows: (1) respond to and extinguish fires; (2) deliver effective medical and rescue services for injuries, illnesses, and accidents; (3) respond to and control hazardous materials emergencies; (4) conduct company fire prevention inspections; and (5) provide technical rescue services.

Also, under the auspices of this section is the dispatch liaison function with the City of Phoenix Fire Dispatch Center. This includes helping to draft and implement policy and coordination of the technical aspect relevant to Tempe.

FY 2009-10 Budget Highlights:

The approved amount included the following changes:

- elimination of two vacant Fire Captain positions
- reduction of \$40,000 in funding for minor equipment
- reduction of \$77,500 in funding for miscellaneous fees and services

The Fire Department is scheduled to apply for a FEMA Staffing for Adequate Fire and Emergency Response (SAFER) grant during FY 2009-10. In the event that the department is awarded the SAFER grant, the personal services expenses for three existing firefighter positions will be funded from the SAFER grant.

Expenditures by Type	2007-08 Actual	2008-09 Budget	2008-09 Revised	2009-10 Budget
Personal Services	\$16,114,450	\$19,528,167	\$18,558,116	\$18,964,549
Supplies and Services	566,422	1,113,095	1,205,719	1,099,151
Capital Outlay	63,522	123,400	129,200	95,400
Internal Service	166			
Expenditure Total	\$16,744,560	\$20,764,662	\$19,893,035	\$20,159,100
Per Capita	\$99.99	\$123.14	\$117.97	\$118.72

Authorized Personnel	2007-08 Actual			2008-09 Revised			2009-10 Budget		
	Full Time	Perm FTE	Temp FTE	Full Time	Perm FTE	Temp FTE	Full Time	Perm FTE	Temp FTE
Emergency/Medical Services	155			155			153		1.00
Total	155			155			153		1.00

Related Strategic Issue: Quality of Life

Goal: To provide efficient response to fire, medical, hazardous materials, and rescue emergencies

Objective: 1) To respond to safe emergency responses under 4:30 minutes; and 2) maintain 87% resident satisfaction with the quality of local paramedic service

Measures (Comparative Benchmark)	2007-08 Actual	2008-09 Budget	2008-09 Revised	2009-10 Budget
Average emergency response time in minutes (from call receipt to arrival)*	4:22	4:27	4:20	4:25
Percent of emergency responses taking 5.0 minutes or less	71%	70%	72%	70%
Calls per capita (1,000)	113	111	112	111
Percent change		(1.8%)	0.9%	(0.9%)
Resident satisfaction with the quality of local paramedic service**	86.7%	87%	89%	87%

*Calls do not include alarm processing time

**Measured by the percent of residents that responded with "Very Satisfied" or "Satisfied" in the annual Community Attitude Survey

Training/Professional Development



Training/Professional Development incorporates all categories of departmental training including recruit training, officer development, driver training, and minimum company standards. Incident analysis is another method used to improve the quality of our service by reviewing emergency incidents and applying lessons learned. All promotional and assignment tests are administered through this section. This section also provides oversight and maintenance of Department personnel certifications.

FY 2009-10 Budget Highlights:

No change in staffing levels

Expenditures by Type	2007-08 Actual	2008-09 Budget	2008-09 Revised	2009-10 Budget
Personal Services	\$361,572	\$377,357	\$412,862	\$406,394
Supplies and Services	128,909	104,180	114,450	65,050
Expenditure Total	\$490,481	\$481,537	\$527,312	\$471,444
Per Capita	\$2.93	\$2.86	\$3.13	\$2.78

Authorized Personnel	2007-08 Actual			2008-09 Revised			2009-10 Budget		
	Full Time	Perm FTE	Temp FTE	Full Time	Perm FTE	Temp FTE	Full Time	Perm FTE	Temp FTE
Training/Professional Development	3			3			3		
Total	3			3			3		

Related Strategic Issue: Quality of Life

Goal: To provide training and evaluation standards for all phases of emergency services

Objective: 1) To evaluate all Emergency Services Division personnel quarterly for compliance with Tempe Fire Department standards relating to fireground, EMS and special operations procedures while maintaining 100% of completion; and 2) maintain or reduce firefighter injuries

Measures	2007-08 Actual	2008-09 Budget	2008-09 Revised	2009-10 Budget
Companies completing minimum company standards evaluations	100%	100%	100%	100%
Annual percentage of firefighter injuries	27%	N/A	36%	36%

Homeland Security/Special Operations



Homeland Security/Special Operations involves oversight of development, training, and certification of all special type emergency procedures including hazardous materials and technical rescue (high angle, confined space, swift water, etc.).

The Fire Department is charged with management of the City's emergency preparedness plan for disaster type issues. This includes development and maintenance of the plan, conducting disaster drills, and coordination of disaster preparedness with the County.

Also under the auspices of this section is oversight for matters relating to Homeland Security. This includes response to chemical, biological, radiological, nuclear and explosive incidents.

FY 2009-10 Budget Highlights:

No change in staffing levels

Expenditures by Type	2007-08 Actual	2008-09 Budget	2008-09 Revised	2009-10 Budget
Personal Services	\$411,943	\$431,627	\$422,052	\$493,793
Supplies and Services	54,980	51,410	54,290	57,347
Contributions	12,858	12,900	11,249	12,900
Expenditure Total	\$479,781	\$495,937	\$487,591	\$564,040
Per Capita	\$2.87	\$2.94	\$2.89	\$3.32

	2007-08 Actual			2008-09 Revised			2009-10 Budget		
	Full Time	Perm FTE	Temp FTE	Full Time	Perm FTE	Temp FTE	Full Time	Perm FTE	Temp FTE
Authorized Personnel									
Homeland Security/Special Operations	3			3			3		
Total	3			3			3		

Support Services/Personnel Safety



Primary responsibilities of Support Services/Personnel Safety include apparatus maintenance, equipment maintenance and repair, apparatus acquisition management, facilities maintenance, maintaining the Department's communications systems, and writing equipment bid specifications. In addition, the division orders and distributes firefighting supplies to the City's six fire stations.

This division is also responsible for physical training and wellness, safety, recruitment and employment, special events, and promotional testing.

FY 2009-10 Budget Highlights:

The approved amount includes a \$144,000 reduction in capital outlay. The approved amount of \$1,115,000 in capital outlay represents a roll-forward encumbrance reappropriated in FY 2009-10.

Expenditures by Type	2007-08 Actual	2008-09 Budget	2008-09 Revised	2009-10 Budget
Personal Services	\$517,082	\$549,818	\$575,334	\$603,335
Supplies and Services	798,559	920,762	998,683	1,093,678
Capital Outlay	369,939	144,000	144,000	1,150,000
Internal Services	475,497	836,429	798,479	1,005,218
Expenditure Total	\$2,161,077	\$2,451,009	\$2,516,496	\$3,852,231
Per Capita	\$12.91	\$14.53	\$14.92	\$22.69

	2007-08 Actual			2008-09 Revised			2009-10 Budget		
	Full Time	Perm FTE	Temp FTE	Full Time	Perm FTE	Temp FTE	Full Time	Perm FTE	Temp FTE
Authorized Personnel									
Support Services/Personnel Safety	5	1.00		5	1.00		5	1.00	
Total	5	1.00		5	1.00		5	1.00	

Related Strategic Issue: Quality of Life

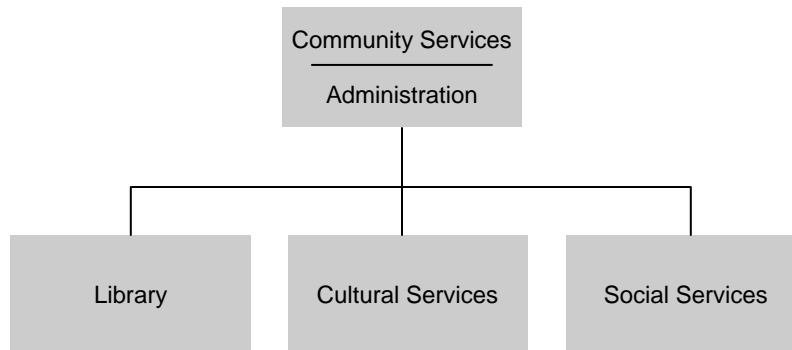
Goal: To conduct progressive maintenance, inspections, service work, and major and minor repairs of all fire apparatus

Objective: 1) To increase preventive maintenance inspections; and 2) target 100% maintenance completion within the preventive maintenance (PM) schedule

Measures	2007-08 Actual	2008-09 Budget	2008-09 Revised	2009-10 Budget
Preventive maintenance inspections	158	252	187	276
Percent Change		59.5%	(25.8%)	47.6%
Completed within PM schedule	59%	100%	74%	100%



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Department Purpose:

To provide quality Cultural, Social and Library Services to our residents.

Department Description:

The Department's responsibilities include a full range of public library services; historical/cultural enrichment to Tempe residents, and social service programs.

Expenditures by Type	2007-08 Actual	2008-09 Budget	2008-09 Revised	2009-10 Budget
Personal Services	\$11,592,211	\$12,614,661	\$11,996,934	\$12,147,149
Supplies and Services	3,166,306	2,150,052	2,230,577	2,243,255
Capital Outlay	8,280	29,400	29,400	
Internal Services	2,236,354	2,173,249	2,089,837	2,316,124
Expenditure Total	\$17,003,143	\$16,967,362	\$16,346,748	\$16,706,528
Per Capita	\$101.54	\$100.62	\$96.94	\$98.38

Expenditures by Division	2007-08 Actual	2008-09 Budget	2008-09 Revised	2009-10 Budget
Administration	\$533,045	\$661,961	\$647,617	\$631,135
Library	4,959,714	4,867,220	4,769,577	5,000,980
Cultural Services	4,087,386	3,541,751	3,299,543	3,670,122
Social Services	7,422,998	7,896,430	7,630,011	7,404,291
Total	\$17,003,143	\$16,967,362	\$16,346,748	\$16,706,528

Authorized Personnel	2007-08 Actual			2008-09 Revised			2009-10 Budget		
	Full Time	Perm FTE	Temp FTE	Full Time	Perm FTE	Temp FTE	Full Time	Perm FTE	Temp FTE
Administration	3		0.52	3		0.52	3		0.52
Library	34	4.00	9.84	34	4.00	9.84	34	4.00	7.44
Cultural Services	23	0.50	21.29	24	0.50	21.29	23	0.50	21.24
Social Services	46	6.15	81.49	46	6.15	82.89	44	3.90	70.76
Total	106	10.65	113.14	107	10.65	114.54	104	8.40	99.96

Administration



Community Services Administration is responsible for overall management of the City's library, cultural, and social services resources. In this role, Administration manages services provided at the Tempe Public Library, the Tempe Historical Museum, the Vihel Cultural Center, and at community events throughout the City.

FY 2009-10 Budget Highlights:

The approved amount includes the following change:

- reduction of \$3,200 in funding for miscellaneous line items

Expenditures by Type	2007-08 Actual	2008-09 Budget	2008-09 Revised	2009-10 Budget
Personal Services	\$407,110	\$379,555	\$393,122	\$412,750
Supplies and Services	90,457	92,003	92,003	88,803
Internal Services	35,479	190,403	162,492	129,582
Expenditure Total	\$533,045	\$661,961	\$647,617	\$631,135
Per Capita	\$3.19	\$3.93	\$3.84	\$3.72

Authorized Personnel	2007-08 Actual			2008-09 Revised			2009-10 Budget		
	Full Time	Perm FTE	Temp FTE	Full Time	Perm FTE	Temp FTE	Full Time	Perm FTE	Temp FTE
Administration	3		0.52	3		0.52	3		0.52
Total	3		0.52	3		0.52	3		0.52

The Tempe Public Library's mission is to be the premier information portal for the Tempe community. In keeping with this mission, the library provides materials, programs, and services that (1) address popular cultural and social trends and residents' recreational needs; (2) assist residents in developing their ability to find, evaluate, and use information effectively; (3) assist community members in understanding their own cultural heritage and the cultural heritage of others; (4) address the community's desire for self-directed personal growth and development opportunities; and (5) address the need to be able to read and perform essential daily tasks.

FY 2009-10 Budget Highlights:

The approved amount includes the following changes:

- reduction of \$55,956 in funding for wages
- reduction of \$69,707 in funding for equipment, machine rental and materials
- reduction of \$5,350 in other miscellaneous line items

FY 2009-10 Capital Budget Operating Impacts:

As a result of the Capital Improvements Program, the Library received an additional \$38,000 in operational funding for hardware maintenance and supplies in connection with the Library Renovation project.

Expenditures by Type	2007-08 Actual	2008-09 Budget	2008-09 Revised	2009-10 Budget
Personal Services	\$3,087,550	\$3,298,558	\$3,250,800	\$3,331,311
Supplies and Services	788,245	771,230	744,435	734,573
Internal Services	1,083,921	797,432	774,342	935,096
Expenditure Total	\$4,959,714	\$4,867,220	\$4,769,577	\$5,000,980
Per Capita	\$29.62	\$28.87	\$28.29	\$29.44

Authorized Personnel	2007-08 Actual			2008-09 Revised			2009-10 Budget		
	Full Time	Perm FTE	Temp FTE	Full Time	Perm FTE	Temp FTE	Full Time	Perm FTE	Temp FTE
Library	34	4.00	9.84	34	4.00	9.84	34	4.00	7.44
Total	34	4.00	9.84	34	4.00	9.84	34	4.00	7.44

Related Strategic Issue: Sports, Recreation, Arts & Cultural Development

Goal: To provide access to excellent library resources and services that will help community residents of all ages obtain information that meets their educational, professional, and recreational needs

Objective: 1) To obtain a 90% or greater satisfaction with the overall quality of library services; and 2) maximize community usage of the library's collection and electronic research resources

<i>Measures (Comparative Benchmark)</i>	2007-08 Actual	2008-09 Budget	2008-09 Revised	2009-10 Budget
Satisfaction with quality of library services*	89%	90%	90%	91%
Library visitors (door count)	1,030,260	990,000	1,138,500	1,000,000
Registered borrowers	142,524	142,500	142,500	142,500
Percent change	0.14%	0%	0%	0%
Circulation	1,257,336	1,250,000	1,250,000	1,250,000
Percent change	(2.5%)	(1%)	0%	0%
Public Computer Usage	173,523	160,000	285,151	171,090
Percent Change	14%	(8%)	78%	(40%)
Library FTE per 1,000 population	0.29	0.28	0.28	0.27
Circulation per capita	7.50	7.41	7.41	7.36

* Measured by the percent of residents that responded with "Very Satisfied" or "Satisfied" in the annual Community Attitude Survey

Note: The library remodeling project commenced in July 2009. As a result, lower door counts, circulation, and public access computing data is anticipated due to closure of various portions of the library during FY 2009-10.

Cultural Services



The Cultural Services Division includes three program areas: the Tempe Historical Museum, Community and Fine Arts, and Performing Arts. Services include the management of the Tempe Historical Museum, Peterson House Museum, Elias Rodriguez House, Vihel Center for the Arts, the Tempe Performing Arts Center, exhibits, community arts, history and cultural classes, and public art. The Division is also overseeing the design, development and construction of the Tempe Center for the Arts.

FY 2009-10 Budget Highlights:

The approved amount includes the following changes:

- reduction of \$6,000 in funding for contracted services
- reduction of \$8,500 in funding for minor equipment
- reduction of \$17,914 in funding for miscellaneous line items

Expenditures by Type	2007-08 Actual	2008-09 Budget	2008-09 Revised	2009-10 Budget
Personal Services	\$2,181,288	\$2,490,002	\$2,142,150	\$2,499,870
Supplies and Services	1,563,324	656,013	768,833	739,671
Internal Services	342,774	395,736	388,560	430,581
Expenditure Total	\$4,087,386	\$3,541,751	\$3,299,543	\$3,670,122
Per Capita	\$24.41	\$21.00	\$19.57	\$21.61

Authorized Personnel	2007-08 Actual			2008-09 Revised			2009-10 Budget		
	Full Time	Perm FTE	Temp FTE	Full Time	Perm FTE	Temp FTE	Full Time	Perm FTE	Temp FTE
Cultural Services	12	0.50	8.02	12	0.50	8.02	12	0.50	7.97
Performing Arts	11		13.27	12		13.27	11		13.27
Total	23	0.50	21.29	24	0.50	21.29	23	0.50	21.24

Related Strategic Issue: Sports, Recreation, Arts and Cultural Development

Goal: To provide visitors and volunteers with a quality experience that meets the mission of the Tempe Historical Museum

Objective: To attain 90% or greater level of satisfaction by visitors and volunteers with their museum experience

Measures	2007-08 Actual	2008-09 Budget	2008-09 Revised	2009-10 Budget
Quantified levels of satisfaction reported by visitors and volunteers on evaluation forms	90%	N/A*	N/A*	90%
Objects catalogued	2,000	1,000*	1,000*	1,000*
Visitors to Historical Museum and Peterson House	20,000	2,200*	12,459*	10,000*

*Reduction in amounts due to museum renovation occurring between 2008 and 2010

Related Strategic Issue: Sports, Recreation, Arts and Cultural Development

Goal: 1) To provide quality arts programming to the community; 2) facilitate the effective use of arts facilities; and 3) provide a diverse array of arts opportunities

Objective: 1) To achieve a 90% or greater level of satisfaction by attendees; 2) maintain current program enrollment levels; and 3) support arts programming through grants funding of arts organizations and schools

Measures	2007-08 Actual	2008-09 Budget	2008-09 Revised	2009-10 Budget
Satisfaction reported by attendees and participants on evaluation form	90%	90%	91%	90%
Program enrollment	5,880	6,000	6,123	6,000
Percent change	(2%)	2%	2%	(2%)
Grants provided to art organizations and schools	\$149,959	\$149,959	\$149,954	\$150,000



The Social Services Division provides a wide array of services for Tempe youth and families. Activities and services are offered to all age groups to promote positive and healthy lifestyles. Services for youth include pre-school programs at the Escalante and West Side Multigenerational Centers, Kid Zone before and after school enrichment program, Teen Zone which encourages youth involvement in positive activities and services, and the Youth Employment Program which promotes strong work values and assists youth in exploring career opportunities. Residents of all ages may participate in State Licensed Counseling and/or Crisis Intervention Services. The Diversion/Probation Program provides a constructive program of case management, assessment, counseling and community service to individuals referred from Tempe City Court.

FY 2009-10 Budget Highlights:

The approved amount includes the following changes:

- elimination of 4.25 FTE Assistant Recreation Coordinator positions
- reduction of \$334,579 in funding for wages
- reduction of \$13,550 in funding for miscellaneous line items

Expenditures by Type	2007-08 Actual	2008-09 Budget	2008-09 Revised	2009-10 Budget
Personal Services	\$5,916,263	\$6,446,546	\$6,210,862	\$5,903,218
Supplies and Services	724,275	630,806	625,306	680,208
Capital Outlay	8,280	29,400	29,400	
Internal Services	774,180	789,678	764,443	820,865
Expenditure Total	\$7,422,998	\$7,896,430	\$7,630,011	\$7,404,291
Per Capita	\$44.33	\$46.83	\$45.25	\$43.60

	2007-08 Actual			2008-09 Revised			2009-10 Budget		
	Full Time	Perm FTE	Temp FTE	Full Time	Perm FTE	Temp FTE	Full Time	Perm FTE	Temp FTE
Authorized Personnel									
Social Services/Administration	26	3.15	15.56	26	3.15	16.96	26	3.15	12.16
Social Services/Kid Zone	20	3.00	65.93	20	3.00	65.93	18	0.75	58.60
Total	46	6.15	81.49	46	6.15	82.89	44	3.90	70.76

**Related Strategic Issue: Quality of Life, Sports, Recreation, Arts and Cultural Development, Education Partnerships****Goal:** To provide quality programs that enhance the quality of life of Tempe residents**Objective:** 1) To achieve a 95% approval rating from customers participating in the Early Education Program; and 2) achieve a 90% approval rating from customers participating in the Summer Camp Program

Measures	2007-08 Actual	2008-09 Budget	2008-09 Revised	2009-10 Budget
Overall customer approval rating for the Escalante Early Education Program	94%	95%	96%	95%
Overall customer approval rating for the Escalante Summer Camp Program	90%	90%	88%	90%

Related Strategic Issue: Quality of Life**Goal:** 1) To provide the residents of Tempe with quality crisis intervention services, support and referral; and 2) provide comprehensive services to victims of crimes occurring in Tempe**Objective:** To ensure that a minimum of 90% of the clients served respond favorably to the services provided by Care 7

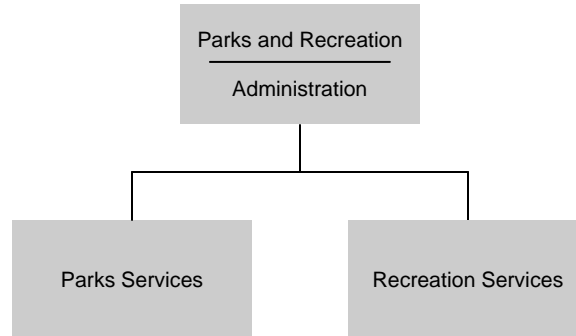
Measures	2007-08 Actual	2008-09 Budget	2008-09 Revised	2009-10 Budget
Victims satisfied with services	95%	85%	90%	90%
Care 7 clients reporting satisfaction with services	95%	85%	95%	95%

Related Strategic Issue: Quality of Life, Technology, Economic and Community Development, Education Partnerships**Goal:** To continue to provide the highest quality of out of school time, enrichment program to the residents of Tempe through the Kid Zone Enrichment Program**Objective:** 1) To maintain at least an 85% approval rating from customers and the school community who utilize Kid Zone services; and 2) maintain at least an 80% approval rating on the national accreditation evaluation

Measures	2007-08 Actual	2008-09 Budget	2008-09 Revised	2009-10 Budget
Parent evaluation survey results measures indicate "very satisfied" with the Kid Zone Enrichment Program	87%	85%	89%	85%
National accreditation evaluation survey results of "very satisfied" with the Kid Zone Enrichment Program	90%	80%	90%	80%

Related Strategic Issue: Quality of Life**Goal:** To redirect offenders into positive community activities by providing assessment, counseling, referral and educational programs**Objective:** To attain a successful program completion rate of 80%

Measures	2007-08 Actual	2008-09 Budget	2008-09 Revised	2009-10 Budget
New program participants	3,600	3,600	3,613	3,800
Successful program completion	80%	80%	80%	80%



Department Purpose:

To maintain all City public parks and two golf courses and to supervise City recreation programs.

Department Description:

The Parks and Recreation Department consists of Administration, Parks Services, and Recreation Services Divisions.

The Parks and Recreation Department was newly established in FY 2006-07 from a reorganization of the Community Services Department and the Public Works Department personnel and resources.

Expenditures by Type	2007-08 Actual	2008-09 Budget	2008-09 Revised	2009-10 Budget
Personal Services	\$10,759,216	\$11,984,490	\$11,562,198	\$11,858,434
Supplies and Services	5,462,177	5,777,719	5,845,639	6,321,120
Capital Outlay	85,759		(14,050)	87,334
Internal Services	1,542,025	2,162,007	1,579,750	1,947,432
Contributions	101,236	83,324	82,000	76,500
Expenditure Total	\$17,950,413	\$20,007,540	\$19,055,537	\$20,290,820
Per Capita	\$107.19	\$118.65	\$113.00	\$119.49

Expenditures by Division	2007-08 Actual	2008-09 Budget	2008-09 Revised	2009-10 Budget
Administration	\$1,300,372	\$1,316,877	\$1,293,301	\$1,285,300
Parks Services	10,087,547	11,667,308	10,910,894	12,057,243
Recreation Services	6,562,494	7,023,355	6,851,342	6,948,277
Total	\$17,950,413	\$20,007,540	\$19,055,537	\$20,290,820

Authorized Personnel	2007-08 Actual			2008-09 Revised			2009-10 Budget		
	Full Time	Perm FTE	Temp FTE	Full Time	Perm FTE	Temp FTE	Full Time	Perm FTE	Temp FTE
Administration	10		0.22	10		0.22	10		1.22
Parks Services	86	0.50	9.64	86	0.50	9.64	85	0.50	9.64
Recreation Services	33	0.75	68.17	33	0.75	69.96	32	0.75	68.61
Total	129	1.25	78.03	129	1.25	79.82	129	1.25	79.47



Parks and Recreation Administration is responsible for the overall management of the City's parks and recreation resources. In this role, Administration manages services provided at municipal parks, golf courses, stadium facilities, sports complexes, swimming pools, recreation centers, the Double Butte Cemetery, rights-of-way landscaping and community special events throughout the City. The Administration Division also administers the Parks and Recreation budget, approves all Parks and Recreation personnel actions, submits recommendations on Parks and Recreation and related activities to the City Council, manages employee safety programs and volunteer programs, and coordinates and administers the Capital Improvements Program, as well as the four advisory boards (Cemetery, Golf, Parks, and Sponsorship Review) for the Parks and Recreation Department.

FY 2009-10 Budget Highlights:

The approved amount includes the following change:

- funding for an additional \$38,754 in wages

Expenditures by Type	2007-08 Actual	2008-09 Budget	2008-09 Revised	2009-10 Budget
Personal Services	\$998,655	\$1,057,269	\$1,036,769	\$992,612
Supplies and Services	102,496	86,096	84,446	94,420
Capital Outlay	8,659		50	
Internal Services	164,812	143,512	147,036	173,268
Contributions	25,750	30,000	25,000	25,000
Expenditure Total	\$1,300,372	\$1,316,877	\$1,293,301	\$1,285,300
Per Capita	\$7.77	\$7.81	\$7.67	\$7.57

Authorized Personnel	2007-08 Actual			2008-09 Revised			2009-10 Budget		
	Full Time	Perm FTE	Temp FTE	Full Time	Perm FTE	Temp FTE	Full Time	Perm FTE	Temp FTE
Administration	10		0.22	10		0.22	10		1.22
Total	10		0.22	10		0.22	10		1.22



Parks Services consists of Parks and Golf Maintenance. Parks Services is responsible for managing and maintaining all of the City's public parks, sports complexes, golf courses, rights-of-way landscaping, and multi-modal paths, as well as administering and implementing the department's CIP projects and coordination of the park redevelopment plan.

The Parks Services Division of the Parks and Recreation Department assists in the planning and development of parkland and facilities. Services provided by this division are as follows: (1) maintain recreation facilities to meet the public demands; (2) maintenance for all parks, special facilities and golf courses; (3) oversight of golf course operations; (4) maintenance for the Diablo Stadium Sports Complex; (5) necessary services for a professional baseball team, other sporting activities, and special events held at the stadium complex; (6) maintain rights-of-way, multi-modal paths, and facility grounds in an attractive state; (7) maintain the Rio Salado linear parks; (8) assist in staging and clean-up for special events at Rio Salado/Town Lake; (9) maintain skate and off-leash dog parks; and (10) park planning and development.

This division also provides resources to coordinate improvements and expansions at the Double Butte Cemetery, using monies from the Cemetery Fund.

FY 2009-10 Budget Highlights:

The approved amount includes the following:

- elimination of a vacant P & G Course Maintenance Coordinator
- reduction of \$86,931 in funding for contracted services

FY 2009-10 Capital Budget Operating Impacts:

As part of the Capital Improvement Program Budget, funding was approved for the landscape maintenance of the new Fire Support Services Facility.

Expenditures by Type	2007-08 Actual	2008-09 Budget	2008-09 Revised	2009-10 Budget
Personal Services	\$5,389,539	\$6,018,897	\$5,621,496	\$5,976,120
Supplies and Services	4,005,460	4,633,649	4,449,026	4,910,233
Capital Outlay	69,824		(14,100)	87,334
Internal Services	622,724	1,014,762	854,472	1,083,556
Expenditure Total	\$10,087,547	\$11,667,308	\$10,910,894	\$12,057,243
Per Capita	\$60.24	\$69.19	\$64.70	\$71.00

Authorized Personnel	2007-08 Actual			2008-09 Revised			2009-10 Budget		
	Full Time	Perm FTE	Temp FTE	Full Time	Perm FTE	Temp FTE	Full Time	Perm FTE	Temp FTE
Parks Services	86	0.50	9.64	86	0.50	9.64	85	0.50	9.64
Total	86	0.50	9.64	86	0.50	9.64	85	0.50	9.64



Related Strategic Issue: Neighborhood Parks Rehabilitation and Maintenance, Sports, Recreation, Arts and Cultural Development

Goal: To maintain the City rights-of-way, medians and facility grounds in an attractive and pleasing manner

Objective: 1) To achieve 68% overall resident satisfaction with the landscape maintenance along City streets and sidewalks; 2) achieve 60% overall satisfaction with the quality of walking and biking paths; 3) maintain and operate parks and open space at a cost and staffing level, based on acres maintained per full-time employee, that meets the needs of residents, and; 4) manage the landscape contract for the care and maintenance of the City's rights-of-way, medians and facility grounds

Measures	2007-08 Actual	2008-09 Budget	2008-09 Revised	2009-10 Budget
Resident satisfaction with the landscape along City streets and sidewalks*	68%	68%	71%	68%
Resident satisfaction with the quality of walking and biking paths in the City*	60%	60%	67%	60%
Total landscaped areas maintained (sq ft)	9,763,969	13,383,613	9,918,322	9,918,322
Number of full-time employees managing landscape maintenance contract (Parks and Recreation, Community Development and Public Works)	1	1	4	4
Total park acres maintained per full-time Parks employee	224.1	307.3	56.9	56.9

*Measured by the percent of residents that responded with "Very Satisfied" or "Satisfied" in the annual Community Attitude Survey

Related Strategic Issue: Quality of Life, Sports, Recreation, Arts and Cultural Development

Goal: To provide recreational facilities for leisure opportunities that are accessible, clean, safe and friendly

Objective: 1) To achieve 80% overall resident satisfaction with the quality of City parks; 2) achieve 75% overall resident satisfaction with the quality of neighborhood parks; 3) achieve 60% overall resident satisfaction with the City golf courses while maintaining rounds of play at each golf course; 4) achieve 74% overall resident satisfaction with the City's outdoor athletic fields; and 5) achieve 76% overall resident satisfaction with the availability of City recreation centers

Measures (Comparative Benchmark)	2007-08 Actual	2008-09 Budget	2008-09 Revised	2009-10 Budget
Resident satisfaction with the quality of City parks*	84%	80%	86%	80%
Resident satisfaction with the quality of neighborhood parks*	77%	75%	76%	75%
Resident satisfaction with City's golf courses*	64%	60%	63%	60%
Resident satisfaction with the City's outdoor athletic fields*	74%	74%	75%	74%
Resident satisfaction with the availability of City recreation centers*	76%	76%	80%	76%
Total park and golf course acres	1,877	1,877	1,877	1,877
Park and golf course acres per capita (10,000)	112.1	111.3	111.3	111.3
Operating & Maintenance Cost per capita	\$83.12	\$90.27	\$90.27	\$90.27
Golf course rounds of play:				
Ken McDonald (18 hole rounds)	69,995	75,000	66,495	63,170
Percent change		7.2%	(5%)	(5%)
Rolling Hills (18 hole rounds)	56,513	65,000	53,687	51,003
Percent change		14.8%	(5%)	(5%)

*Measured by the percent of residents that responded with "Very Satisfied" or "Satisfied" in the annual Community Attitude Survey

Recreation Services



Recreation Services consist of Aquatics, the Kiwanis Recreation Center, Special Events, Special Interest and Boating, Youth and Adult Sports, and Adapted Recreation. Services provided by the Recreation Services Division are as follows: (1) facilities coordination and scheduling; (2) general recreation; (3) special recreation for retired residents; (4) adapted recreation for special populations; (5) instructional programs; (6) community special events; (7) aquatics maintenance and programming; and (8) youth and adult sports.

FY 2009-10 Budget Highlights:

The approved amount includes the following changes:

- reduction of \$54,902 in funding for wages
- reduction of \$20,000 in funding for chemical supplies
- reduction of \$51,500 in funding for events and promotions

Also, as part of a reorganization, a Community Outreach/Marketing Coordinator II+ position was transferred into the Community Relations Department.

Expenditures by Type	2007-08 Actual	2008-09 Budget	2008-09 Revised	2009-10 Budget
Personal Services	\$4,371,022	\$5,047,452	\$4,903,933	\$4,889,702
Supplies and Services	1,354,221	1,307,843	1,312,167	1,316,467
Capital Outlay	7,276			
Internal Services	754,489	614,736	578,242	690,608
Contributions	75,486	53,324	57,000	51,500
Expenditure Total	\$6,562,494	\$7,023,355	\$6,851,342	\$6,948,277
Per Capita	\$39.18	\$41.65	\$40.63	\$40.92

Authorized Personnel	2007-08 Actual			2008-09 Revised			2009-10 Budget		
	Full Time	Perm FTE	Temp FTE	Full Time	Perm FTE	Temp FTE	Full Time	Perm FTE	Temp FTE
Recreation Services	33	0.75	68.17	33	0.75	69.96	32	0.75	68.61
Total	33	0.75	68.17	33	0.75	69.96	32	0.75	68.61

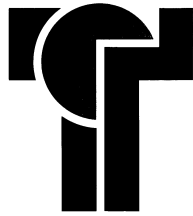
Related Strategic Issue: Sports, Recreation, Arts and Cultural Development

Goal: To provide quality recreation services to coordinate the effective use of community parks and recreation resources

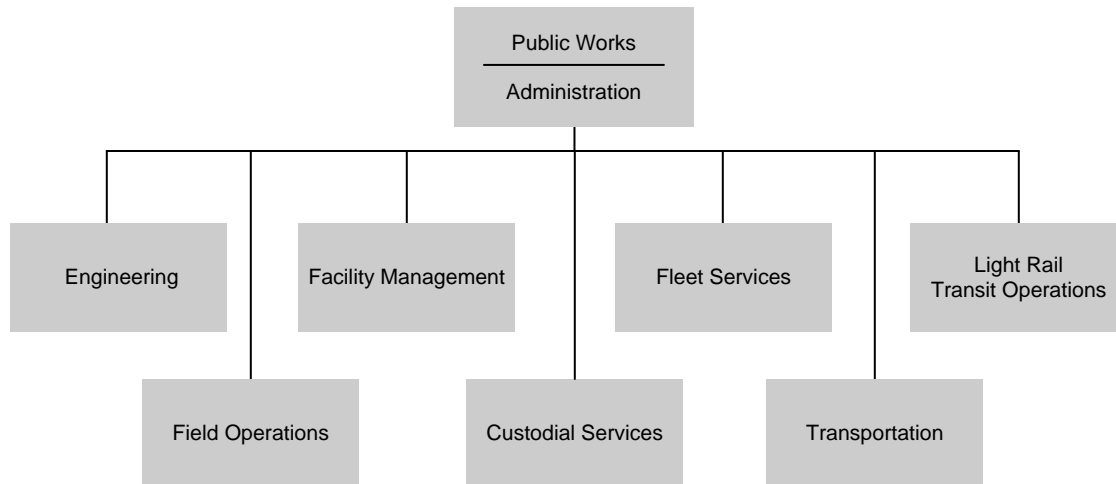
Objective: 1) To achieve a minimum 80% overall resident satisfaction with the quality of City recreation programs; 2) achieve a minimum 68% overall resident satisfaction with City swimming pools and programs; 3) collect fees for programs and services at a level based on a percentage of the total budgeted expenditure for parks and recreation; and 4) maintain and operate recreation programs and facilities at a cost and staffing level, on a per capita basis, that meets the needs of residents

Measures (Comparative Benchmark)	2007-08 Actual	2008-09 Budget	2008-09 Revised	2009-10 Budget
Resident satisfaction with the quality of recreations programs*	84%	74%	80%	80%
Resident satisfaction with City swimming pools and programs*	67%	67%	68%	68%
Operating & Maintenance Cost per capita	\$39.19	\$41.65	\$40.63	\$40.92
Recreation Services full-time staff per capita (10,000)	1.91	2.02	2.02	1.88
Parks and Recreation revenue	\$2,712,430	\$2,729,569	\$2,558,467	\$2,702,023
Revenue vs. expenditures (Recreation)	41%	39%	37%	39%

*Measured by the percent of residents that responded with "Very Satisfied" or "Satisfied" in the annual Community Attitude Survey



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Department Purpose:

To serve the residents of Tempe and to assure that they have a clean, safe, well maintained environment, and a sound adequate infrastructure that will serve this community many years into the future.

Department Description:

The Public Works Department consists of Administration, Engineering, Field Operations, Facility Management, Custodial Services, Fleet Services, Transportation and Light Rail Transit Operations.

The Engineering division provides CIP project implementation, utility management, property addressing, right-of-way permitting, project design, construction management, and traffic engineering design.

Field Operations is responsible for residential and commercial trash collection and disposal, pavement marking and striping, traffic signal maintenance and construction, street lighting, alley maintenance, street sweeping, pavement management and street repair and construction.

Facility Management provides maintenance and repair service to all City owned buildings as well as area lighting for City parks and parking lots.

Custodial Services provides interior cleaning of all City owned buildings and park restrooms.

Fleet Services is responsible for the City's vehicle and equipment acquisition, repair, preventative maintenance, accident damage, fleet road service, utilization and disposal.

The Transportation group is responsible for transit services, regional transportation and transit planning, and administering the bicycle facilities.

Light Rail Transit Operations is responsible for oversight of the planning, construction, operations, maintenance, safety and security of the light rail transit system.



Expenditure by Type	2007-08 Actual	2008-09 Budget	2008-09 Revised	2009-10 Budget
Personal Services	\$23,642,345	\$26,859,552	\$24,731,012	\$26,342,864
Supplies and Services	47,570,397	62,566,993	63,171,511	68,430,486
Capital Outlay	4,859,872	4,513,144	2,630,160	5,977,644
Internal Services	(1,477,613)	(1,823,707)	(1,886,541)	537,347
Contributions	64,162	122,566	99,866	181,484
Expenditure Total	\$74,659,163	\$92,238,548	\$88,746,008	\$101,469,825
Per Capita	\$445.83	\$546.99	\$526.28	\$597.55

Expenditures by Division	2007-08 Actual	2008-09 Budget	2008-09 Revised	2009-10 Budget
Administration	\$290,822	\$716,917	\$661,035	\$616,142
Engineering	2,550,176	2,353,354	2,398,100	3,594,551
Field Operations	24,760,489	25,113,640	23,733,145	29,829,733
Facility Management	4,803,662	5,234,707	4,997,812	4,881,347
Custodial Services	2,644,150	3,005,904	2,623,868	2,872,782
Fleet Services*				
Transportation	38,770,960	49,964,880	48,560,878	49,482,471
Light Rail Transit Operations	838,904	5,849,146	5,771,170	10,192,799
Total	\$74,659,163	\$92,238,548	\$88,746,008	\$101,469,825

* The entire budget for this division is allocated to other departments throughout the City via interactivities

	2007-08 Actual			2008-09 Revised			2009-10 Budget		
	Full Time	Perm FTE	Temp FTE	Full Time	Perm FTE	Temp FTE	Full Time	Perm FTE	Temp FTE
Authorized Personnel									
Administration	3		0.49	3		0.49	3		0.49
Engineering	38			38			47		
Field Operations	119	0.50		123	0.50	2.00	125	0.50	0.98
Facility Management	24	0.50		24	0.50		21	0.50	
Custodial Services	50		0.49	50		0.49	46		0.49
Fleet Services	33		0.50	33		0.50	32		0.50
Transportation	45	1.00	1.00	46	1.00	1.00	34	1.00	1.00
Light Rail Transit Operations	7			7			6		
Total	319	2.00	2.48	324	2.00	4.48	314	2.00	3.46



The Public Works Manager has overall responsibility for providing the leadership, management, and administrative support for the Public Works Department. The department is responsible for providing high quality community services necessary to build and maintain the infrastructure of the City of Tempe. These services include engineering, refuse collection, facilities maintenance, custodial, fleet, streets maintenance, transportation and light rail transit.

FY 2009-10 Budget Highlights:

The approved amount included the following changes:

- reduction of \$3,000 in funding for recruitment
- reduction of \$50,000 in funding for holiday decorations
- reduction of \$500 in funding for local meetings

Expenditure by Type	2007-08 Actual	2008-09 Budget	2008-09 Revised	2009-10 Budget
Personal Services	\$408,290	\$422,348	\$410,434	\$444,482
Supplies and Services	163,260	42,131	39,331	38,713
Capital Outlay				
Contributions		105,700	83,000	55,618
Internal Services	(280,728)	146,738	128,270	77,329
Expenditure Total	\$290,822	\$716,917	\$661,035	\$616,142
Per Capita	\$1.74	\$4.25	\$3.92	\$3.63

	2007-08 Actual			2008-09 Revised			2009-10 Budget		
	Full Time	Perm FTE	Temp FTE	Full Time	Perm FTE	Temp FTE	Full Time	Perm FTE	Temp FTE
Authorized Personnel									
Administration	3		0.49	3		0.49	3		0.49
Total	3		0.49	3		0.49	3		0.49



The Engineering Division has the primary responsibility of providing engineering, surveying, inspection, testing and contractual services for all improvements constructed within the public rights-of-way. Starting with FY 2009-10, the Engineering Division assumed the Traffic Engineering responsibilities previously performed by the Transportation division. These responsibilities include: (1) review subdivision plats, site development plans and permits; (2) study and analyze accidents at hazardous locations and conduct traffic engineering studies; (3) provide traffic volume data to general public and other agencies, and provide technical and professional assistance to other divisions; and (4) prepare traffic signal, lighting, striping, signing designs, and other plans.

FY 2009-10 Budget Highlights:

The approved amount includes the following changes:

- elimination of a vacant Senior Engineering Associate position
- elimination of a vacant Engineering Services Administrator position
- reduction of \$20,000 in funding for contracted services
- addition of \$75,000 for contracted services related to the addition of parking meters
- funding of an existing GIS Analyst+ position by the Water/Wastewater fund

The approved budget also includes the reorganization of an Engineering GIS Supervisor position into the Information Technology Department and a Principal Civil Engineer position, funded by the Transit fund, into the Engineering Division. Also, the entire Traffic Engineering Division, including 11 full-time positions, was reorganized from the Transportation Division into the Engineering Division.

Expenditure by Type	2007-08 Actual	2008-09 Budget	2008-09 Revised	2009-10 Budget
Personal Services	\$3,104,178	\$3,468,820	\$3,505,302	\$4,314,034
Supplies and Services	334,077	249,727	259,285	386,873
Capital Outlay	20,171			
Internal Services	(908,250)	(1,365,193)	(1,366,487)	(1,106,356)
Expenditure Total	\$2,550,176	\$2,353,354	\$2,398,100	\$3,594,551
Per Capita	\$15.23	\$13.96	\$14.22	\$21.17

	2007-08 Actual			2008-09 Revised			2009-10 Budget		
	Full Time	Perm FTE	Temp FTE	Full Time	Perm FTE	Temp FTE	Full Time	Perm FTE	Temp FTE
Authorized Personnel									
Engineering	38			38			36		
Transportation Studies & Design							11		
Total	38			38			47		

Related Strategic Issue: Community Sustainability, Quality of Life, Technology, Economic and Community Development

Goal: To efficiently implement the Capital Improvement Program by strategic planning, budgeting, design and construction of capital improvement projects which address recreational, City facilities, public utilities, transportation, and public safety needs

Objective: To execute 100% of the construction and/or professional service contracts for budgeted projects within 12 months of the approved funding for the Capital Improvements Program

Measures	2007-08 Actual	2008-09 Budget	2008-09 Revised	2009-10 Budget
Number of active CIP construction contracts	65	70	67	70
Percent of CIP construction contracts executed within 12 months of funding	100%	100%	100%	100%
Number of active CIP professional service contracts	250	260	271	260
Percent of CIP professional service contracts executed within 12 months of funding	100%	100%	100%	100%

**Related Strategic Issue: Quality of Life, Technology, Economic and Community Development**

Goal: 1) To ensure that the construction of private developments and related utility work is coordinated with the City's infrastructure, transportation plan, and quality standards; and 2) ensure compliance with applicable codes and ordinances

Objective: 1) To complete civil plan reviews within the schedule time allotment 90% of the time; and 2) complete utility plan reviews within the scheduled time allotment 90% of the time

Measures	2007-08 Actual	2008-09 Budget	2008-09 Revised	2009-10 Budget
Number of civil plan reviews per engineer	N/A	300	306	300
Percent of civil plan reviews performed within the schedule time allotment	87%	90%	90%	90%
Number of utility plan reviews per plan reviewer	N/A	750	500	400
Percent of utility plan reviews performed within the schedule time allotment	N/A	90%	80%	90%
Off-site Private Development Permits issued	630	600	600	600
Utility Permits issued	1,900	1,500	1,950	1,500
Total dollar amount of construction projects by private developers	\$410M	\$390M	\$390M	\$400M

Field Operations



The Field Operations Division is comprised of two sections: Solid Waste Services and Streets and Traffic Operations. The Solid Waste Services section is responsible for the collection and disposal of solid waste generated from all residential and selected commercial facilities within the City of Tempe. The solid waste is taken to the Waste Management Sky Harbor Transfer Station. Services provided by this section include: (1) plastic solid waste containers provided to all residential customers, residential solid waste collected and transported to the transfer station; (2) commingled residential recyclables collected at curbside; (3) metal bulk solid waste containers provided to commercial customers, commercial solid waste collected and transported to the transfer station; (4) commercial cardboard and paper recycling program; (5) uncontained/bulk item solid waste collected from residential customers and transported to transfer station; and (6) container repair program featuring repair and maintenance of 90 and 300 gallon plastic solid waste containers, roll off containers and various sizes of solid waste metal containers.

The Streets and Traffic Operations section is responsible for the following work programs: (1) pavement marking and striping; (2) traffic signal maintenance and construction; (3) street lighting; (4) street sign fabrication, installation, and maintenance; (5) bus shelter maintenance; (6) alley reconstruction and maintenance; (7) street sweeping; (8) pavement management; (9) CIP project management/contract administration of annual street maintenance programs, including major and local street renovation and minor concrete improvements; (10) street repair; and (11) rights-of-way maintenance, including graffiti removal and tree trimming.

FY 2009-10 Budget Highlights:

The approved amount includes the reorganization of the Hazardous Material Safety Division from the Water/Wastewater Department into the Public Works Department. Two full-time positions, an Environmental Health and Safety Supervisor and a Hazardous Material Safety Specialist are part of this reorganization. These two positions will continue to be funded by the Water/Wastewater Fund.

Solid Waste Services

The approved amount includes the funding of one Equipment Mechanic position from Fleet Services starting in January 2010.

Streets and Traffic Operations

The approved amount includes a \$2,770,000 transfer to the Debt Management Fund for repayment of Transportation bonds. Also, funding was provided for a sidewalk sweeper.

FY 2009-10 Capital Budget Operating Impacts:

Streets and Traffic Operations

As part of the Capital Improvement Program Budget, funding was approved for new street signals and street lights.

Expenditure by Type	2007-08 Actual	2008-09 Budget	2008-09 Revised	2009-10 Budget
Personal Services	\$9,135,874	\$9,600,388	\$9,278,337	9,829,894
Supplies and Services	6,210,195	6,806,991	7,250,351	7,594,113
Capital Outlay	3,570,277	2,636,464	1,594,538	3,527,926
Internal Services	5,844,143	6,069,797	5,609,919	8,877,800
Expenditure Total	\$24,760,489	\$25,113,640	\$23,733,145	\$29,829,733
Per Capita	\$147.86	\$148.93	\$140.74	\$175.67

	2007-08 Actual			2008-09 Revised			2009-10 Budget		
	Full Time	Perm FTE	Temp FTE	Full Time	Perm FTE	Temp FTE	Full Time	Perm FTE	Temp FTE
Authorized Personnel									
Administration	2								
Solid Waste	65	0.50		69	0.50		71	0.50	0.98
Street Maintenance	27			28			28		
Traffic Operations	25			26		2.00	26		
Total	119	0.50		123	0.50	2.00	125	0.50	0.98

**Related Strategic Issue: Community Sustainability, Quality of Life****Goal:** To collect and dispose of all contained solid waste generated by residential customers**Objective:** 1) To provide excellent service to residential customers by effectively and efficiently managing solid waste collected; 2) divert 29% of residential recycling waste stream; 3) attain resident satisfaction rates of 94% for residential trash collection services, 86% for bulk item pick up/removal services, and 90% for recycling services; and 4) attain a resident satisfaction rate of 52% for the condition of alleys

Measures <i>(Comparative Benchmark)</i>	2007-08 Actual	2008-09 Budget	2008-09 Revised	2009-10 Budget
<i>Residential contained/recycling cost per ton</i>	\$101.86	\$103.81	\$70.52	\$96.12
Residential recycling diversion rate	28%	32%	28%	29%
<i>Residential Contained Solid Waste tons per capita (1,000)</i>	329	336	312	312
Resident satisfaction with residential trash collection services*	92%	93%	94%	94%
Resident satisfaction with bulk item pick up/removal services*	82%	90%	84%	86%
Resident satisfaction with recycling services*	87%	85%	90%	90%
Resident satisfaction with condition of alleys*	46%	50%	50%	52%

* Measured by the percent of residents that responded with "Very Satisfied" or "Satisfied" in the annual Community Attitude Survey

Related Strategic Issue: Community Sustainability, Quality of Life**Goal:** To collect and dispose of solid waste from our commercial customers and multi-family housing units**Objective:** To provide an efficient and competitive solid waste operation and minimize collection cost per ton to \$61.10

Measures	2007-08 Actual	2008-09 Budget	2008-09 Revised	2009-10 Budget
Commercial collection cost per ton	\$58.97	\$57.95	\$59.32	\$61.10

Related Strategic Issue: Transportation**Goal:** To provide well-maintained and visible street signs**Objective:** To attain an 83% resident satisfaction rate regarding the condition and clarity of street signs

Measures	2007-08 Actual	2008-09 Budget	2008-09 Revised	2009-10 Budget
Resident satisfaction with overall condition and clarity of street signs*	78%	80%	83%	83%

*Measured by the percent of residents that responded with "Very Satisfied" or "Satisfied" in the annual Community Attitude Survey

Related Strategic Issue: Transportation**Goal:** To provide adequate illumination of City streets**Objective:** 1) To respond to a street light outage within three working days 96% of the time; and 2) attain 70% resident satisfaction regarding the adequacy of City street lighting

Measures	2007-08 Actual	2008-09 Budget	2008-09 Revised	2009-10 Budget
Street light outage calls repaired within three working days	96%	96%	96%	96%
Resident satisfaction with the adequacy of City street lighting*	78%	70%	70%	70%

*Measured by the percent of residents that responded with "Very Satisfied" or "Satisfied" in the annual Community Attitude Survey

**Related Strategic Issue: Transportation****Goal:** To improve and ensure the safety and efficiency of the traffic signal system**Objective:** To respond to emergency signal service calls within 30 minutes, 98% of the time

Measures	2007-08 Actual	2008-09 Budget	2008-09 Revised	2009-10 Budget
Emergency signal service calls responded to within 30 minutes	98%	98%	98%	98%
Preventative maintenance of traffic signal control cabinets (twice annually)	100%	98%	100%	100%

Related Strategic Issue: Transportation**Goal:** To meet environmental, storm water, and air quality requirements**Objective:** 1) To keep a minimum of 15,652 streets clean and free of dust and debris; and 2) attain an 80% resident satisfaction rate regarding the cleanliness of City streets

Measures (Comparative Benchmark)	2007-08 Actual	2008-09 Budget	2008-09 Revised	2009-10 Budget
Curb miles swept	15,418	15,652	15,495	15,652
Resident satisfaction with cleanliness of City streets*	70%	75%	80%	80%

*Measured by the percent of residents that responded with "Very Satisfied" or "Satisfied" in the annual Community Attitude Survey

Related Strategic Issue: Transportation**Goal:** To perform preventive roadway maintenance to extend the life of City streets**Objective:** 1) To maintain and repair a minimum of 1,325,000 street surface which includes crack routing, crack sealing, and edge milling; 2) attain an 82% resident satisfaction rate regarding the condition of neighborhood streets; and 3) attain an 81% resident satisfaction rate regarding the overall condition of City streets

Measures	2007-08 Actual	2008-09 Budget	2008-09 Revised	2009-10 Budget
Square yards repaired	1,556,798	1,479,713	1,626,231	1,325,000
Resident satisfaction with the condition of neighborhood streets*	76%	80%	82%	82%
Resident satisfaction with overall condition of City streets*	74%	80%	81%	81%

*Measured by the percent of residents that responded with "Very Satisfied" or "Satisfied" in the annual Community Attitude Survey

Facility Management



The Facility Management division provides maintenance and repair service to all City owned buildings and area lighting for City parks and parking lots. The maintenance and repair activities provided are: carpentry, painting, plumbing, electrical, heating, cooling, ventilation, locks, security, building automation systems, and energy management.

FY 2009-10 Budget Highlights:

The approved amount includes the following changes:

- elimination of a vacant Building Specialist position
- elimination of a vacant Building Equipment Tech II+ position
- elimination of a half-time (0.50 FTE) vacant Building Equipment Tech II+ position
- reduction of a full-time Senior Management Assistant position from full-time to part-time (0.50 FTE)
- reduction of \$25,000 in funding for various line items

Expenditure by Type	2007-08 Actual	2008-09 Budget	2008-09 Revised	2009-10 Budget
Personal Services	\$1,820,765	\$1,985,346	\$1,816,603	\$1,773,957
Supplies and Services	3,169,232	3,298,308	3,298,115	3,132,709
Capital Outlay	663			
Internal Services	(186,998)	(48,947)	(116,906)	(25,319)
Expenditure Total	\$4,803,662	\$5,234,707	\$4,997,812	\$4,881,347
Per Capita	\$28.69	\$31.03	\$29.63	\$28.75

	2007-08 Actual			2008-09 Revised			2009-10 Budget		
	Full Time	Perm FTE	Temp FTE	Full Time	Perm FTE	Temp FTE	Full Time	Perm FTE	Temp FTE
Authorized Personnel									
Facility Services	24	0.50		24	0.50		21	0.50	
Total	24	0.50		24	0.50		21	0.50	

Related Strategic Issue: Quality of Life

Goal: To maintain a high level of maintenance and service to ensure that facilities are physically safe and in good condition

Objective: 1) To achieve square footage maintained per FTE per 10 hour shift at a minimum of 95,000 square feet; 2) achieve total square footage maintained per Building Equipment Technician at a minimum of 122,000 square feet; and 3) hold facility maintenance costs per square foot maintained to a maximum of \$2.93

Measures	2007-08 Actual	2008-09 Budget	2008-09 Revised	2009-10 Budget
Total square feet maintained per FTE ¹	61,036	58,000	80,005	95,000
Total square feet maintained per Building Equipment Technician ²	n/a	n/a	n/a	122,000
Operating and Maintenance Cost per square foot maintained ¹	\$3.31	\$3.99	\$3.07	\$2.93

¹ Excludes personnel and facilities budgeted in the Performing Arts and Transit

² New measure beginning FY 2009-10

Custodial Services



The Custodial Services Section provides interior cleaning of City owned buildings and park restrooms. The basic services provided are: trash removal, mopping, waxing, and vacuuming.

FY 2009-10 Budget Highlights:

The approved amount includes the following changes:

- elimination of three vacant Custodian positions
- elimination of a vacant Custodial Supervisor position
- reduction of \$10,765 in funding for wages
- reduction of \$6,000 in funding for various materials and supplies
- reduction of \$10,000 in funding for fees and services
- reduction of \$4,000 in funding for training
- addition of \$65,000 in funding for contracted services

Expenditure by Type	2007-08 Actual	2008-09 Budget	2008-09 Revised	2009-10 Budget
Personal Services	\$2,529,343	\$2,931,144	\$2,571,287	\$2,692,068
Supplies and Services	355,888	276,079	255,920	322,579
Capital Outlay				
Internal Services	(241,081)	(201,319)	(203,339)	(141,865)
Contributions				
Expenditure Total	\$2,644,150	\$3,005,904	\$2,623,868	\$2,872,782
Per Capita	\$15.78	\$17.83	\$15.56	\$16.92

	2007-08 Actual			2008-09 Revised			2009-10 Budget		
	Full Time	Perm FTE	Temp FTE	Full Time	Perm FTE	Temp FTE	Full Time	Perm FTE	Temp FTE
Authorized Personnel									
Custodial Services	50		0.49	50		0.49	46		0.49
Total	50		0.49	50		0.49	46		0.49

Related Strategic Issue: Quality of Life

Goal: To maintain a high level of cleanliness and maintain a sanitary environment for City facilities in an efficient and cost effective manner

Objective: 1) To achieve square footage maintained per FTE per 8 hour shift at a minimum of 24,000 square feet; 2) hold custodial costs per square foot cleaned to a maximum of \$2.35; and 3) achieve total square footage cleaned per custodian at a minimum of 27,000

Measures	2007-08 Actual	2008-09 Budget	2008-09 Revised	2009-10 Budget
Total square feet cleaned per FTE ¹	21,421	21,000	22,381	24,000
Operating and Maintenance Cost per square foot cleaned ¹	\$2.29	\$2.55	\$2.37	\$2.35
Total square feet cleaned per custodian ²	n/a	n/a	n/a	27,000

¹ Excludes personnel and facilities budgeted in the Performing Arts and Transit

² New measure beginning FY 2009-10



The Fleet Services Division of the Public Works Department is responsible for maintaining the municipal vehicular and construction equipment fleet in as high a degree of mechanical readiness as economically possible. Services provided by this division include: (1) vehicular fleet maintenance; (2) preventative maintenance; (3) unscheduled repair and road service; (4) quality control; (5) fuel site maintenance and fuel inventory control; (6) parts inventory control; (7) equipment specifications preparation; and (8) vehicle disposal.

FY 2009-10 Budget Highlights:

The approved amount includes the following changes:

- elimination of a vacant Administrative Assistant position
- reduction of \$30,000 in funding for motor vehicle parts

Also, starting in January 2010, one Equipment Mechanic position will be funded from the Solid Waste Fund.

Expenditure by Type	2007-08 Actual	2008-09 Budget	2008-09 Revised	2009-10 Budget
Personal Services	\$2,533,006	\$2,720,923	\$2,708,482	\$2,677,450
Supplies and Services	3,410,008	3,216,969	3,455,611	3,273,452
Capital Outlay	1,145,180	1,792,346	951,288	2,414,718
Internal Services	(7,088,194)	(7,730,238)	(7,115,381)	(8,365,620)
Expenditure Total	\$0	\$0	\$0	\$0

Authorized Personnel	2007-08 Actual			2008-09 Revised			2009-10 Budget		
	Full Time	Perm FTE	Temp FTE	Full Time	Perm FTE	Temp FTE	Full Time	Perm FTE	Temp FTE
Fleet Services	33		0.50	33		0.50	32		0.50
Total	33		0.50	33		0.50	32		0.50

Related Strategic Issue: Quality of Life

Goal: To maintain the City's fleet at the lowest cost and highest quality of service and vehicle condition

Objective: To contain the growth in maintenance and repair, fuel, and capital costs as measured by cost per mile

Measures (Comparative Benchmark)	2007-08 Actual	2008-09 Budget	2008-09 Revised	2009-10 Budget
Cost per mile (maintenance and repair, fuel and capital cost):				
Police patrol sedans	\$0.79	\$0.66	\$0.82	\$0.81
Light duty trucks	\$0.72	\$0.68	\$0.68	\$0.70
Solid Waste trucks	\$5.06	\$4.22	\$4.89	\$4.97

Related Strategic Issue: Quality of Life

Goal: To utilize personnel resources in an efficient and effective manner

Objective: 1) To maximize utilization of fleet mechanic time; and 2) maintain an optimum vehicle to mechanic ratio

Measures	2007-08 Actual	2008-09 Budget	2008-09 Revised	2009-10 Budget
Mechanic utilization rate	70%	72%	72%	72%
Vehicles per mechanic	72	75	72	75



The Transportation Division is responsible for all transportation activities throughout the City. Services provided by this division include: (1) provide sight restriction abatements; (2) participate in regional transportation/transit planning and programming; (3) plan, coordinate, benchmark and provide transit services; (4) plan and administer bicycle facilities; and (5) staff the Transportation Commission which provides oversight over the dedicated transit tax.

FY 2009-10 Budget Highlights:

The approved budget also includes the following reorganizations:

- transfer of a Transit Financial Analyst position into the Accounting Division
- transfer of the entire Traffic Engineering Division, including 11 full-time positions, into the Engineering Division

Also approved for FY 2009-10 is the reorganization of the Transportation Planning functions, including two Principal Planner positions and one Senior Transportation Planner position from the Transportation Division into the Community Development Department. In addition, the reorganization of the Transportation marketing functions, including one Community Outreach Marketing Supervisor position and two Community Outreach/Marketing Coordinator II+ positions into the Community and Media Relations Division. These reorganizations are not reflected in the displayed budget and authorized personnel table below due to timing issues. These reorganizations are scheduled to be completed during FY 2009-10. All of the positions noted will remain funded by the Transit Fund.

Expenditure by Type	2007-08 Actual	2008-09 Budget	2008-09 Revised	2009-10 Budget
Personal Services	\$3,366,701	\$4,856,192	\$3,635,735	\$4,311,623
Supplies and Services	33,953,453	43,868,402	43,804,512	43,960,661
Capital Outlay	123,581			35,000
Internal Services	1,313,063	1,230,286	1,110,631	1,150,187
Contributions	14,162	10,000	10,000	25,000
Expenditure Total	\$38,770,960	\$49,964,880	\$48,560,878	\$49,482,471
Per Capita	\$231.53	\$296.30	\$287.97	\$291.40

	2007-08 Actual			2008-09 Revised			2009-10 Budget		
	Full Time	Perm FTE	Temp FTE	Full Time	Perm FTE	Temp FTE	Full Time	Perm FTE	Temp FTE
Authorized Personnel									
Studies and Design	11			11					
Transit	34	1.00	1.00	35	1.00	1.00	34	1.00	1.00
Total	45	1.00	1.00	46	1.00	1.00	34	1.00	1.00

Related Strategic Issue: Transportation

Goal: To effectively manage and evaluate transit service provided through regional or City contracts funded by a dedicated Tempe transit tax

Objective: To efficiently and cost-effectively provide and monitor regional and local fixed route, circulator and Dial-A-Ride service

Measures (Comparative Benchmark)	2007-08 Actual	2008-09 Budget	2008-09 Revised	2009-10 Budget
Vehicle revenue miles (bus)	5,628,833	6,938,556	7,066,367	7,443,340
Operating and Maintenance Cost per vehicle revenue mile (bus)	\$5.81	\$6.33	\$6.33	\$5.74
Boardings per vehicle revenue mile (bus)	1.5	1.8	1.8	1.8

**Related Strategic Issue: Transportation**

Goal: 1) To attract people to use the transit system; 2) operate a reliable bus system; and 3) operate a reliable Dial-A-Ride system

Objective: 1) To maintain annual bus boardings to 11,400,000; 2) meet the Dial-A-Ride industry standard of 95% of trips on time (minimum); and 3) meet the industry standard of 90% of bus trips on time (minimum)

Measures	2007-08 Actual	2008-09 Budget	2008-09 Revised	2009-10 Budget
Annual boardings (bus)	8,577,972	12,489,400	11,400,000	11,400,000
Percent Change		45.6%	(8.7%)	0%
On-time performance (Dial-A-Ride)	92%	95%	92%	95%
On-time performance (bus)	89%	90%	90%	90%

Related Strategic Issue: Transportation

Goal: To provide outstanding customer service to bus and Dial-A-Ride customers

Objective: 1) To meet contract standards by limiting bus service complaints to 15 per 100,000 boardings (maximum) and Dial-A-Ride service complaints to 1 per 1,000 boardings (maximum); 2) obtain a 70% resident satisfaction rate for quality of local bus service; and 3) obtain a 70% resident satisfaction rate on the quality of walking and biking paths

Measures	2007-08 Actual	2008-09 Budget	2008-09 Revised	2009-10 Budget
Complaints per 100,000 boardings (bus)	27	15	24	15
Complaints per 1,000 boardings (Dial-A-Ride)	1.2	3.0	0.8	1.0
Resident satisfaction with the quality of local bus service*	58%	65%	65%	70%
Resident satisfaction with the quality of walking and biking paths*	60%	67%	67%	70%

*Measured by the percent of residents that responded with "Very Satisfied" or "Satisfied" in the annual Community Attitude Survey

Light Rail Transit Operations



Light Rail Transit Operations is responsible for oversight of the planning, construction, operations, maintenance, safety and security of the light rail transit system. With the completion of the light rail project in December 2008, the division's primary focus will be on operation, maintenance, safety and security of the light rail transit system.

FY 2009-10 Budget Highlights:

The approved budget includes the transfer of a Principal Civil Engineer position into the Public Works-Engineering Division.

Also approved for FY 2009-10 is the reorganization of the planning functions, including one Deputy Manager position, two Senior Transportation Planner+ positions and one Management Assistant position from Light Rail Transit Operations into the Community Development Department. These reorganizations are scheduled to be completed during FY 2009-10. All of the positions noted above will remain funded by the Transit Fund.

Expenditure by Type	2007-08 Actual	2008-09 Budget	2008-09 Revised	2009-10 Budget
Personal Services	\$744,188	\$874,391	\$804,832	\$299,356
Supplies and Services	24,284	4,815,252	4,815,252	9,822,252
Capital Outlay		84,334	84,334	
Internal Services	70,432	75,169	66,752	71,191
Expenditure Total	\$838,904	\$5,849,146	\$5,771,170	\$10,192,799
Per Capita	\$5.01	\$34.68	\$34.22	\$60.02

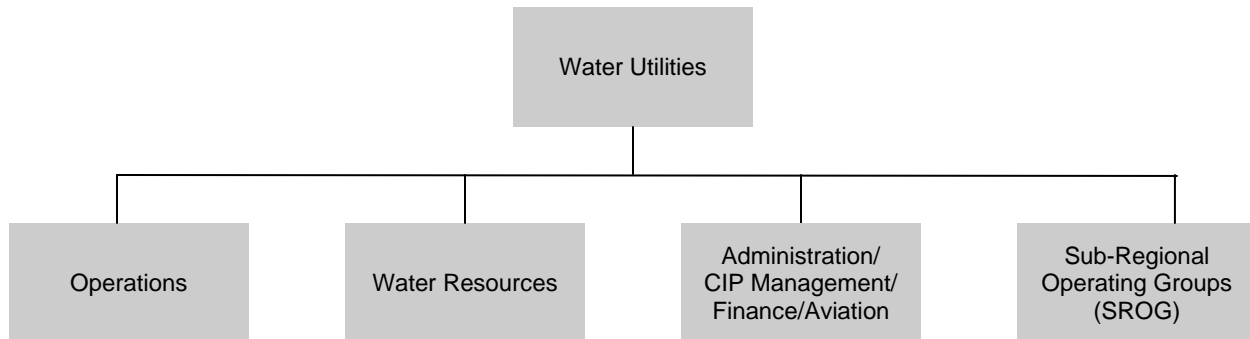
	2007-08 Actual			2008-09 Revised			2009-10 Budget		
	Full Time	Perm FTE	Temp FTE	Full Time	Perm FTE	Temp FTE	Full Time	Perm FTE	Temp FTE
Authorized Personnel									
Light Rail Transit Administration and Operations	7			7			6		
Total	7			7			6		

Related Strategic Issue: Transportation

Goal: To attract riders to the Metro light rail system by delivering reliable and effective service

Objective: 1) To achieve average weekday boardings of 9,400; 2) achieve 95% on-time performance as defined by arrival within 5 minutes of scheduled time; and 3) maintain service reliability as defined by less than 25,000 miles between system failures

Measures	2007-08 Actual	2008-09 Budget	2008-09 Revised	2009-10 Budget
Average weekday boardings	N/A	2,600	9,400	9,400
On-time performance	N/A	95%	95%	95%
Miles between system failures	N/A	25,000	25,000	25,000



Department Purpose:

To provide the residents, businesses and visitors of Tempe with a reliable and economical supply of drinking water that meets or exceeds all federal, state and local standards of quality, and to protect the health, safety and overall environment of our community through wastewater and storm water management and the collection and disposal of household hazardous materials.

Department Description:

The Water Utilities Department is responsible for Operations, Water Resources, Administration, and SROG. The Operations Division is comprised of Plant Operations, Field Operations, Environmental Services, Environmental Health & Safety, and Security. Water Resources is responsible for the water conservation program, Tempe Town Lake, and hydrology services. The Administration Division includes Capital Improvement Program (CIP) management, Finance, and Aviation. The Sub-Regional Operating Groups (SROG) division is responsible for administration of the SROG program.

FY 2009-10 Budget Highlights:

The approved amount includes the following changes:

- addition of one Deputy Water Utilities Manager position
- addition of one Executive Assistant position
- addition of 1.5 FTE Administrative Assistant positions

FY 2009-10 Capital Budget Operating Impacts:

The department also received additional supplemental funding in the amount of \$84,000 to purchase and install a new Compliance Data System, and additional operational funding for electricity and supplies in connection with a Water Quality project under the Capital Budget.

Expenditure by Type	2007-08 Actual	2008-09 Budget	2008-09 Revised	2009-10 Budget
Personal Services	\$12,428,463	\$13,888,468	\$12,814,502	\$14,434,793
Supplies and Services	14,342,490	15,998,838	14,857,987	18,697,832
Capital Outlay	928,107	307,001	169,535	429,706
Internal Services	4,126,340	4,443,673	4,402,559	4,363,418
Expenditure Total	\$31,825,400	\$34,637,980	\$32,244,583	\$37,925,749
Per Capita	\$190.05	\$205.41	\$191.22	\$223.34

Expenditures by Division	2007-08 Actual	2008-09 Budget	2008-09 Revised	2009-10 Budget
Operations	\$21,447,170	\$22,117,799	\$21,404,447	\$23,281,054
Water Resources	977,757	1,108,448	1,062,462	1,126,906
Administration/CIP Management/Finance/Aviation	4,514,210	5,496,865	5,361,270	6,102,945
SROG	4,886,263	5,914,868	4,416,404	7,414,844
Total	\$31,825,400	\$34,637,980	\$32,244,583	\$37,925,749



	2007-08 Actual			2008-09 Revised			2009-10 Budget		
	Full Time	Perm FTE	Temp FTE	Full Time	Perm FTE	Temp FTE	Full Time	Perm FTE	Temp FTE
Authorized Personnel									
Operations	118	1.00	0.98	124	0.50	0.98	120	0.50	
Water Resources	4			4			4		
Admin./CIP Mgt./Finance/Aviation	12	0.50	0.49	12		0.49	13	0.50	0.49
SROG	1			1			1		
Total	135	1.50	1.47	141	0.50	1.47	138	1.00	0.49

Related Strategic Issue: Public Safety and Neighborhood Quality of Life

Goal: To provide a safe and adequate domestic water supply to all residents in Tempe, while at the same time minimizing cost

Objective: 1) To monitor increases in water treatment costs for the Johnny G. Martinez and South Tempe Water Treatment Plants; and 2) maintain an Operating and Maintenance Cost per 1,000 gallons treated under eighty cents

	2007-08 Actual	2008-09 Budget	2008-09 Revised	2009-10 Budget
Measures <i>(Comparative Benchmark)</i>				
Total Water Treatment Operating and Maintenance Cost	\$10,539,561	\$10,899,513	\$10,899,513	\$11,453,595
Number of customer accounts	42,255	42,800	42,500	42,800
Total gallons treated (Million Gallons)	16,628	17,900	17,900	17,900
Operating and Maintenance Cost per 1,000 gallons treated	\$0.63	\$0.61	\$0.61	\$0.64
Operating and Maintenance Cost per customer account	\$249.43	\$254.66	\$256.46	\$267.61

Related Strategic Issue: Public Safety and Neighborhood Quality of Life

Goal: To provide water of the highest quality to all residents

Objective: 1) To maintain 90% overall resident satisfaction with water service; 2) minimize the number of resident complaints related to water quality to 1% of total customer base in Tempe (1%/420 complaints); and 3) respond to those complaints within 24 hours 100% of the time

	2007-08 Actual	2008-09 Budget	2008-09 Revised	2009-10 Budget
Measures				
Overall resident satisfaction with water service*	88%	90%	91%	90%
Taste and odor complaints	12	<420 (1%)	14	<420 (1%)
Hardness complaints	0	<420 (1%)	2	<420 (1%)
Other complaints	20	<2100 (5%)	10	<2100 (5%)
Response within 24 hours of the complaint	100%	100%	100%	100%

*Measured by the percent of residents that responded with "Very Satisfied" or "Satisfied" in the annual Community Attitude Survey



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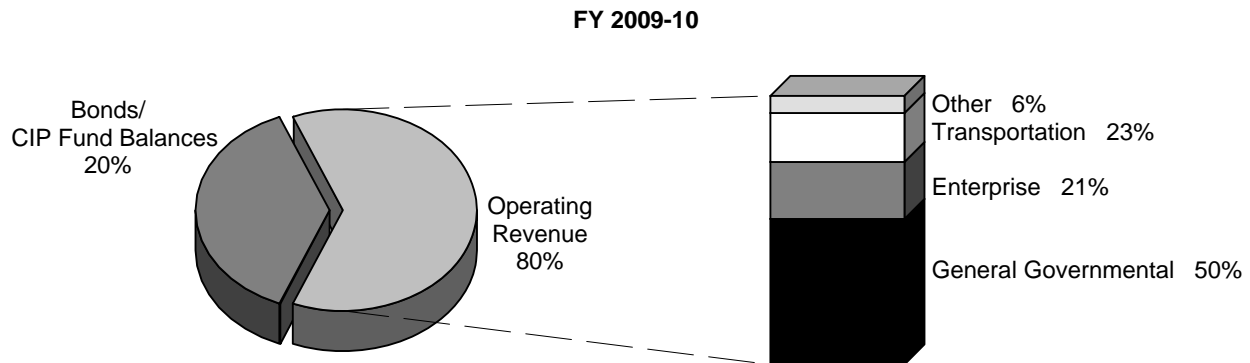


	<u>Page</u>
Total Revenue	68
Total Revenue by Source	69
Components of Total Revenue	70
Comparative Operating Revenue by Major Source and Fund.....	71
General Governmental Revenue: Ten Year Historical Trends	
City Sales Tax	74
City Property Tax	75
Transient Lodging Tax	76
Salt River Project In-Lieu Tax	77
State Shared Sales Tax	78
State Shared Vehicle License Tax	79
State Shared Income Tax	80
Charges for Services/Cultural and Recreational	81
Charges for Services/Development Related	82
Fines and Forfeitures	83
Special Revenue: Ten Year Historical Trends	
Transit Tax	84
Performing Arts Tax	85
Highway User Tax.....	86
Local Transportation Assistance Fund.....	87
Community Development Block Grant/Section 8 Housing Grant	88
Enterprise Revenue: Ten Year Historical Trends	
Water/Wastewater User Fees	89
Solid Waste Fees	90
Golf Course Fees	91

Total Revenue



Total revenue for FY 2009-10 is \$476.2 million reflecting \$379.9 million in operating revenue and \$96.3 million from bond proceeds, fund balances and other funding sources. The FY 2009-10 operating revenue total represents 3.6% growth over FY 2008-09. The growth in operating revenue sources is primarily in the Transportation/Transit and Enterprise areas and consists largely of higher federal grants and user fee increases, respectively. Two areas of notable decline are Local Taxes and Intergovernmental, which are lower due to the poor state and local economy. The decrease in bonding and other funding sources is directly related to the contraction in the Capital Improvement Program (CIP) budget. This is a normal pattern consistent with the completion of significant, non-routine capital projects.

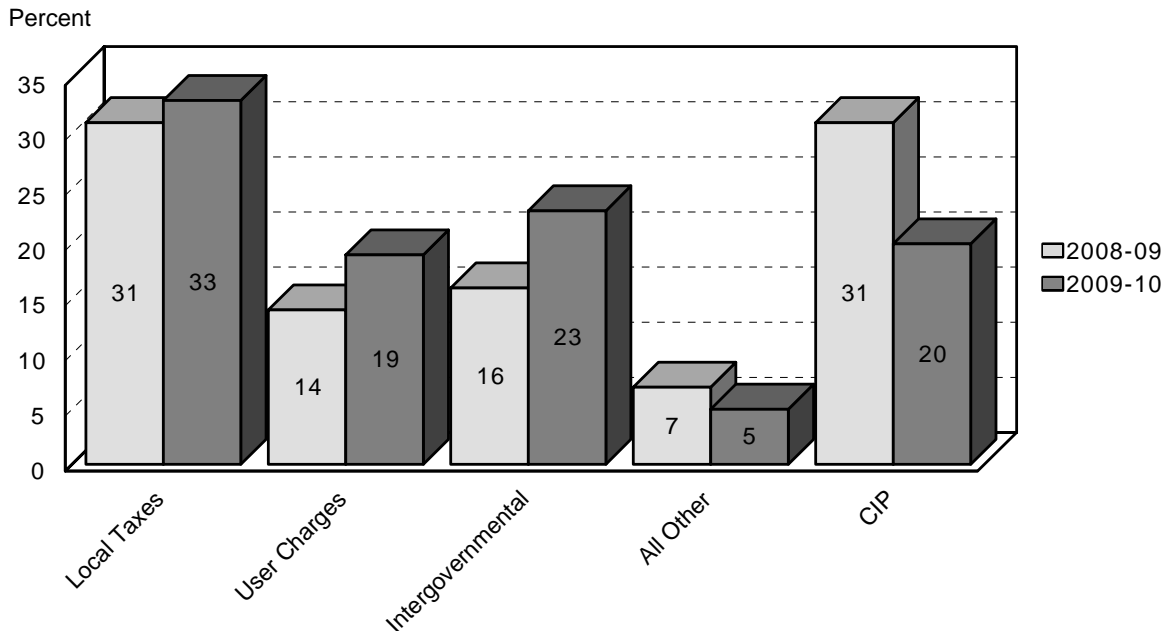


TOTAL REVENUE		
	FY 2008-09 Budget	FY 2009-10 Budget
OPERATING REVENUE		
General Governmental		
Local Taxes, Licenses and Permits, and Debt	\$124,812,733	\$123,463,676
Intergovernmental	47,959,311	40,990,655
Charges for Services	11,212,246	10,645,611
Miscellaneous	24,829,393	16,297,781
Transportation/Transit	67,122,473	87,901,299
Performing Arts	7,596,956	6,831,077
CDBG/Section 8 Housing	11,026,195	12,146,823
Rio Salado Special Revenue	1,550,804	2,018,601
Enterprise	70,555,646	79,549,537
TOTAL OPERATING REVENUE	\$366,665,757	\$379,845,060
Operating Revenue Per Capita	\$2,174	\$2,237
Bond/Note Proceeds	97,414,407	71,483,357
CIP Other Funding	43,754,937	18,227,211
Fund Balances	26,863,981	6,600,000
TOTAL REVENUE	\$534,699,082	\$476,155,628
Total Revenue Per Capita	\$3,171	\$2,804

Total Revenue by Source



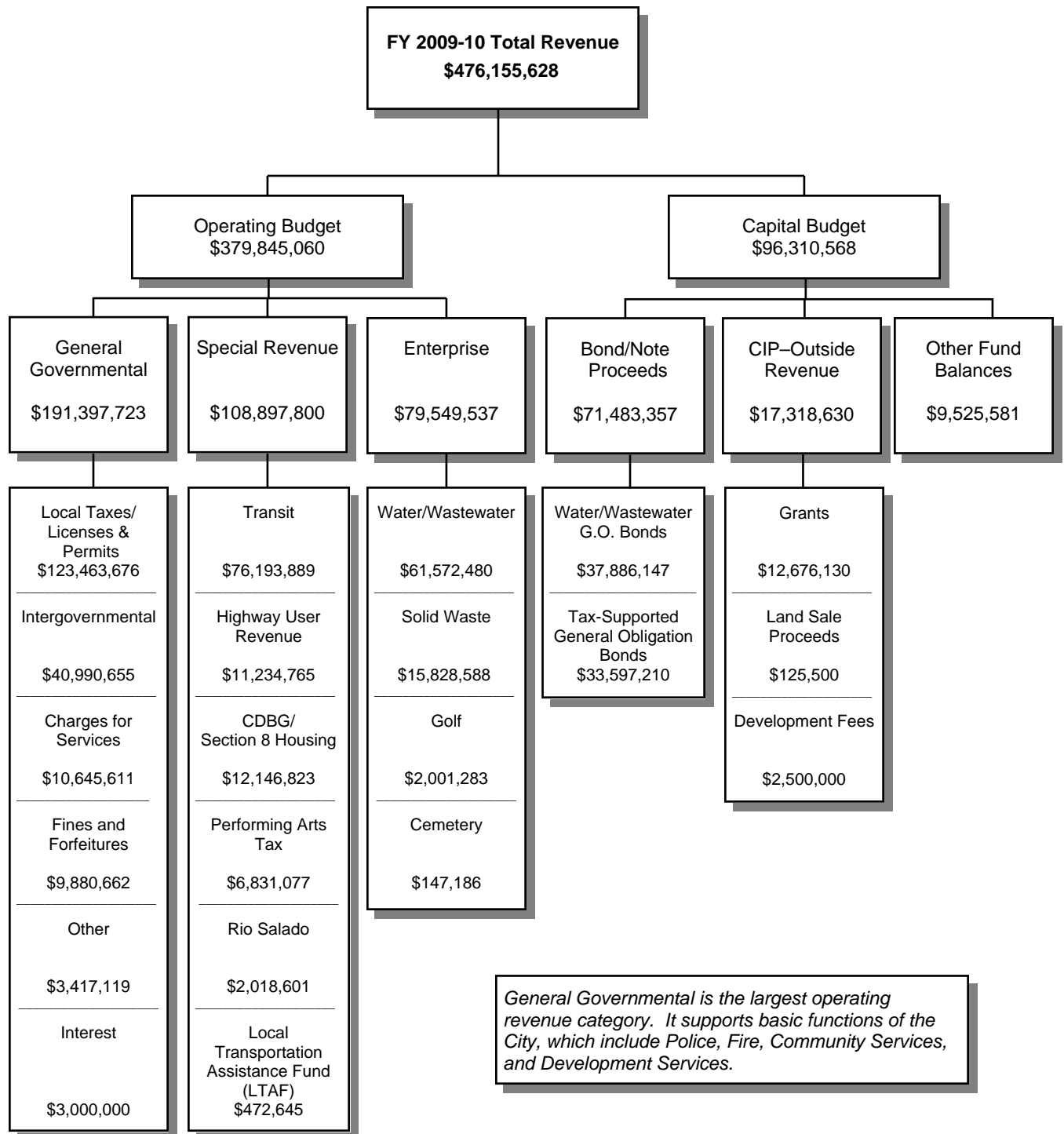
Comparative Revenue by Source
FY 2008-09 Budget to FY 2009-10 Budget



Where the Money Comes From

Revenue Source	FY 2007-08 Actual	FY 2008-09 Budget	FY 2008-09 Revised	FY 2009-10 Budget
Local Taxes				
Local Sales Taxes	\$81,257,842	\$81,746,760	\$74,904,000	\$75,255,000
Transit Tax	32,449,710	33,888,200	29,957,000	29,957,000
Other Local Taxes	39,270,672	42,935,723	42,855,659	45,480,468
Performing Arts	6,820,193	6,933,500	6,295,038	6,295,038
User Charges				
Water/Wastewater	49,078,726	49,735,878	52,459,619	59,311,760
Solid Waste	14,659,899	14,859,757	14,773,357	15,651,109
Community Services	8,932,330	9,201,198	8,622,772	8,902,223
Building/Trades & Planning/Zoning	6,479,274	4,950,944	5,142,338	4,237,152
Intergovernmental				
State Shared Revenue	45,497,859	47,959,311	44,538,799	41,176,113
HURF/LTAF	11,894,995	12,321,777	10,975,033	10,492,410
CDBG/Section 8 Housing	10,361,343	11,026,195	9,994,064	12,146,823
Transit State & Federal	9,509,808	15,796,053	15,636,342	45,211,283
All Other				
Interest Revenue	15,257,277	10,342,309	5,460,171	4,753,996
Miscellaneous Revenue	6,604,379	14,233,113	8,996,831	9,416,273
Fines and Forfeitures	8,616,319	9,397,789	9,362,572	9,880,662
Licenses and Permits	1,333,495	1,337,250	1,507,250	1,677,750
Bonds/Note Proceeds	148,535,953	97,414,407	97,414,407	71,483,357
CIP - Outside Revenue	32,154,815	43,754,937	43,754,937	17,318,630
Other - Fund Balance	32,015,701	26,863,981	26,863,981	7,508,581
Total Revenue	\$560,730,590	\$534,699,082	\$509,514,170	\$476,155,628

Components of Total Revenue



Comparative Operating Revenue by Major Source and Fund



Revenue Source	FY 2007-08 Actual	FY 2008-09 Budget	FY 2008-09 Revised	FY 2009-10 Budget
General Fund				
Local Taxes				
City Sales Tax	\$79,860,938	\$80,946,760	\$73,704,000	\$74,005,000
Primary Property Tax	9,935,698	10,811,100	10,811,100	11,490,890
Transient Lodging Tax	3,260,123	3,405,200	2,800,000	3,000,000
Franchise Fees	3,424,560	3,129,000	3,830,368	3,927,281
<i>Total Local Taxes</i>	<i>96,481,319</i>	<i>98,292,060</i>	<i>91,145,468</i>	<i>92,423,280</i>
Intergovernmental Revenue				
State Sales Tax	15,237,310	15,853,500	13,635,713	13,267,549
State Income Tax	23,332,475	24,827,700	24,820,292	21,447,606
Vehicle License Tax	6,655,516	7,278,111	5,900,000	6,275,500
<i>Total Intergovernmental</i>	<i>45,225,301</i>	<i>47,959,311</i>	<i>44,356,005</i>	<i>40,990,655</i>
Building & Trades/Planning & Zoning	6,479,274	4,950,944	5,142,338	4,237,152
Cultural and Recreational				
Registration Fees	4,826,941	4,959,119	4,978,800	5,165,125
Recreation Admission Charges	377,848	384,656	374,188	367,744
Library Fines and Fees	319,185	441,748	401,311	401,311
Other Cultural and Recreation Fees	633,024	475,779	475,279	474,279
<i>Total Cultural and Recreational</i>	<i>6,156,998</i>	<i>6,261,302</i>	<i>6,229,578</i>	<i>6,408,459</i>
Fines, Fees and Forfeitures				
Traffic Fines	2,322,271	3,766,000	3,766,000	3,271,338
Criminal Fines	1,217,600	1,213,100	1,213,100	1,213,100
Parking Fines	323,640	400,000	400,000	343,480
Other Fines, Fees and Forfeitures	4,752,808	4,018,689	3,983,472	5,052,744
<i>Total Fines, Fees and Forfeitures</i>	<i>8,616,319</i>	<i>9,397,789</i>	<i>9,362,572</i>	<i>9,880,662</i>
Business/Non-Business Licenses	1,333,495	1,337,250	1,507,250	1,497,750
Other Revenue Sources				
SRP Payment in Lieu of Taxes	536,687	569,600	497,570	1,394,846
Interest Income	9,839,423	6,939,071	3,000,000	3,000,000
Other Miscellaneous Revenue and Loan	3,360,016	8,492,533	3,096,072	3,417,119
<i>Total Other Revenue</i>	<i>13,736,126</i>	<i>16,001,204</i>	<i>6,593,642</i>	<i>7,811,965</i>
Total General Fund	\$178,028,832	\$184,199,860	\$164,336,853	\$163,249,814
Debt Service Fund				
Secondary Property Tax	\$20,781,970	\$23,726,547	\$23,726,547	\$25,192,451
SRP Payment in Lieu of Taxes	935,128	887,276	775,074	
Other Miscellaneous Revenue	926			
Intergovernmental	272,558		182,794	185,458
HURF Debt Transfer			2,770,000	2,770,000
Interest Income	20,619			
Total Debt Service Fund	\$22,011,201	\$24,613,823	\$27,454,415	\$28,147,909



Revenue Source	FY 2007-08 Actual	FY 2008-09 Budget	FY 2008-09 Revised	FY 2009-10 Budget
Transit Fund				
Transit Tax	\$32,449,710	\$33,888,200	\$29,957,000	\$29,957,000
Lottery Transfer In	253,838	248,100	233,711	232,794
ASU-Flash Transit	581,482	610,370	610,370	676,790
Interest Income	960,154	617,000	228,436	212,386
Federal and State Funding	8,674,488	14,937,583	14,792,261	44,301,699
Miscellaneous Revenue	640,899	2,772,473	712,740	813,220
Total Transit Fund	\$43,560,571	\$53,073,726	\$46,534,518	\$76,193,889
Transportation Funds				
Highway User Revenue Tax	\$11,387,320	\$11,818,077	\$10,500,529	\$10,019,765
Maintenance of Effort	954,634	1,035,000	1,035,000	1,035,000
State Lottery Proceeds	507,675	503,700	474,504	472,645
Barricading Fees				180,000
Other Revenue	1,135	691,970	1,135	
Total Transportation Funds	\$12,850,764	\$14,048,747	\$12,011,168	\$11,707,410
Rio Salado Fund				
City Sales Tax	\$1,396,904	\$800,000	\$1,200,000	\$1,250,000
Transient Lodging Tax	274,518	242,000	250,000	300,000
Primary Property Tax	121,988	165,000	165,000	175,000
Interest Income	204,464	190,000	126,000	130,000
Miscellaneous Revenue	170,974	153,804	166,151	163,601
Total Rio Salado Fund	\$2,168,848	\$1,550,804	\$1,907,151	\$2,018,601
Performing Arts				
Performing Arts Tax	\$6,820,193	\$6,933,500	\$6,295,038	\$6,295,038
Interest Income	644,771	241,956	312,700	185,039
Fees and Admission	593,567	421,500	254,756	351,000
Total Performing Arts	\$8,058,531	\$7,596,956	\$6,862,494	\$6,831,077
Total CDBG/Section 8 Housing Funds	\$10,361,343	\$11,026,195	\$9,994,064	\$12,146,823
Solid Waste Fund				
Residential Service	\$7,561,657	\$7,699,066	\$7,699,066	\$8,342,352
Commercial Service	4,969,666	5,047,030	5,047,030	5,350,437
Roll-Off Service	1,686,615	1,650,261	1,652,261	1,628,320
Recycling	355,481	375,000	375,000	330,000
Sludge Disposal	86,480	88,400		
Interest Income	218,449	126,348		77,479
Other Miscellaneous Revenue	195,547	4,000	90,400	100,000
Total Solid Waste Fund	\$15,073,895	\$14,990,105	\$14,863,757	\$15,828,588



Revenue Source	FY 2007-08 Actual	FY 2008-09 Budget	FY 2008-09 Revised	FY 2009-10 Budget
Water/Wastewater Fund				
Charges for Service-Water				
Water Consumption	\$19,313,141	\$19,752,617	\$20,317,273	\$22,552,173
Water Service	7,953,541	7,936,238	8,608,112	9,555,004
Irrigation	311,518	332,212	330,000	332,212
Other Water Charges	747,358	576,500	666,500	576,500
<i>Total Charges for Service-Water</i>	<i>28,325,558</i>	<i>28,597,567</i>	<i>29,921,885</i>	<i>33,015,889</i>
Charges for Service-Wastewater				
Sewer Usage	13,168,845	13,582,260	17,230,685	21,236,822
Sewer Service	7,181,386	7,446,051	5,049,049	5,049,049
Other Wastewater Charges	402,937	110,000	258,000	10,000
<i>Total Charges for Service-Wastewater</i>	<i>20,753,168</i>	<i>21,138,311</i>	<i>22,537,734</i>	<i>26,295,871</i>
Interest Income	3,354,998	2,222,229	1,787,330	1,143,387
Land and Facility Rental	520,000	536,000	570,000	570,000
Loan Repayment from General Fund	542,833	542,833	542,833	542,833
Other Miscellaneous Revenue	216,562	4,500	12,500	4,500
Total Water/Wastewater Fund	\$53,713,119	\$53,041,440	\$55,372,282	\$61,572,480
Golf Fund				
Greens Fees	\$1,653,346	\$1,742,472	\$1,742,472	\$1,742,472
Pro Shop and Restaurant Revenue	\$331,083	\$324,202	\$253,106	\$253,106
Interest Income	14,399	5,705	5,705	5,705
Other Revenue Sources	853			
Total Golf Fund	\$1,999,681	\$2,072,379	\$2,001,283	\$2,001,283
Cemetery Fund				
Lot & Burial Sales	\$197,336	\$451,722	\$142,860	\$147,186
Total Cemetery Fund	\$197,336	\$451,722	\$142,860	\$147,186
Total Revenue - All Funds	\$348,024,121	\$366,665,757	\$341,480,845	\$379,845,060

City Sales Tax



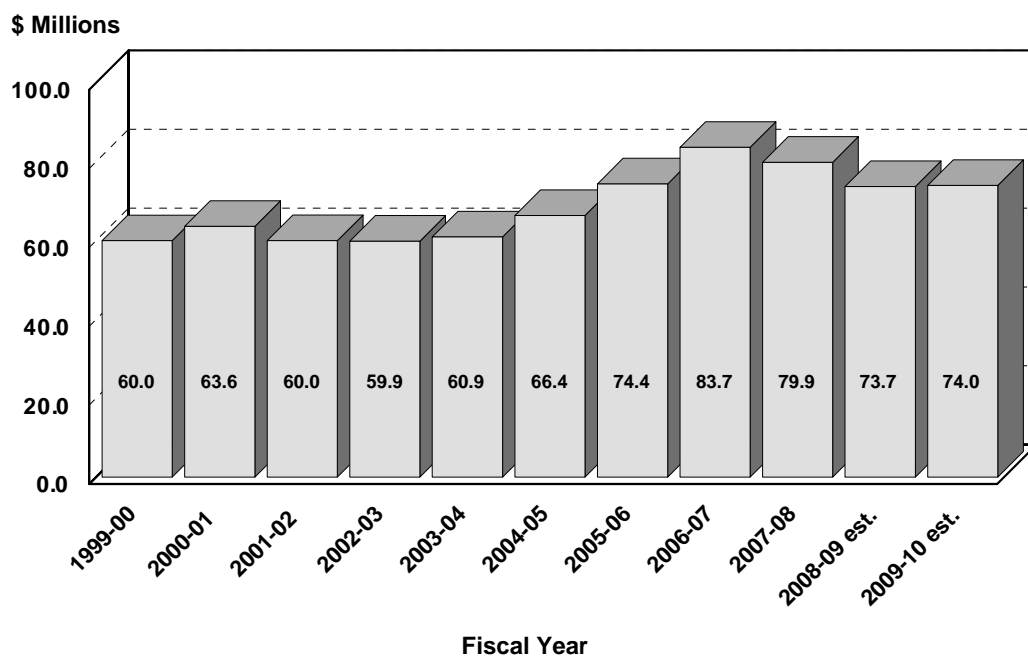
Restrictions	Fiscal Year	Amount	Percent Change
Current rate of 1.2% can be increased only by electorate.	1999-00	\$59,967,700	(0.2)
	2000-01	63,602,106	6.1
Certain proceeds are pledged as security for bond payments due under various bond security agreements. Revenue from a voter-approved 0.5% portion is dedicated to transit purposes and 0.1% dedicated funding for Performing Arts. In addition, all transaction privilege tax revenue generated in the Rio Salado Enterprise Fund Zone is deposited to the Rio Salado Fund for the operating expenses of the Rio Salado project.	2001-02	59,991,774	(5.7)
	2002-03	59,855,000	(0.2)
	2003-04	60,926,575	1.8
	2004-05	66,358,662	8.9
	2005-06	74,365,297	12.1
	2006-07	83,660,885	12.5
	2007-08	79,860,938	(4.5)
	2008-09 est.	73,704,000	(7.7)
	2009-10 est.	74,005,000	0.4

Assumptions

The City sales tax, known formally as the transaction privilege tax, is derived from a 1.8% tax on a variety of financial transactions, including retail sales, rental payments, contracting sales, utility, telecommunications payments, and hotel/restaurant sales. In FY 1993-94, voters approved a 0.2% increase from 1.0% to 1.2%. Additional increases of 0.5% (September 1996) and 0.1% (January 2001), are devoted to transit and performing arts needs and are not reflected in the amounts above.

A downturn in the national economy accounts for the reduction in sales tax collections in fiscal years 2001-02 and 2002-03. A strong recovery in the period immediately following the recession accounts for the double-digit growth in FY 2005-06 through FY 2006-07. Recent years have seen very weak collections, due largely to the effects of the regional housing market downturn and the national and regional recessions. Flat growth is expected for FY 2009-10.

City Sales Tax



City Property Tax



Restrictions

Primary Levy: Limited to annual increase of 2% plus amount generated by new construction. No restriction on usage. **Secondary Levy:** Restricted for debt service purposes only. No limit on rate.

Fiscal Year	Tax Rate/\$100 Assessed Value	Primary Tax Levy	Secondary Tax Levy	Total Amount	Percent Change
1999-00	\$1.35	\$6,145,600	\$10,416,336	\$16,561,936	9.2
2000-01	\$1.35	6,879,783	11,615,100	18,414,400	11.2
2001-02	\$1.35	7,169,352	11,695,228	18,864,580	2.4
2002-03	\$1.35	7,291,549	12,897,095	20,238,875	7.3
2003-04	\$1.35	8,313,398	13,059,814	21,373,212	5.6
2004-05	\$1.35	8,878,734	14,631,500	23,510,234	10.0
2005-06	\$1.40	9,287,702	16,430,588	25,652,431	9.1
2006-07	\$1.40	9,822,845	17,693,103	25,707,825	0.2
2007-08	\$1.40	10,057,686	20,781,970	30,839,656	20.0
2008-09	\$1.40	10,976,100	23,726,547	34,702,647	12.5
2009-10 est.*	\$1.40	11,665,890	25,192,451	36,858,341	6.2

Assumptions

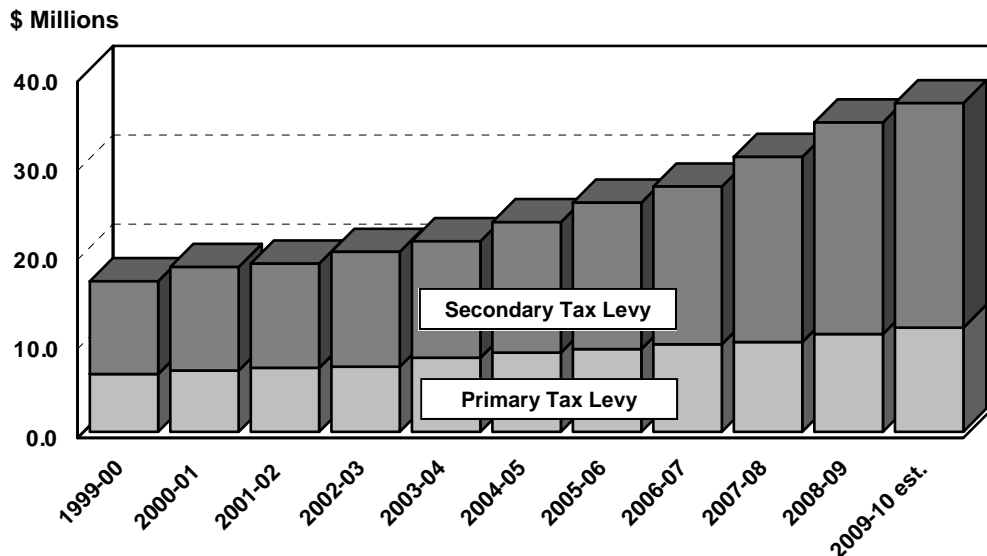
The City's property tax is based on the assessed value of the property as determined by the Maricopa County Assessor, whose office both bills and collects all property taxes. Historical changes in total revenue collected have been the result of state policy affecting assessed valuations and growth, and new development.

The combined primary and secondary property tax rate for FY 2009-10 will total \$1.40 per \$100 assessed valuation, consisting of \$0.49 per \$100 of the primary assessed valuation for operating and maintenance costs and \$0.91 per \$100 of secondary assessed valuation to fund principal and interest payments on bonded indebtedness. The City held the aggregate property tax rate at \$1.35 for five fiscal years before increasing it by \$0.05 in FY 2005-06 to \$1.40. The full amount of the increase was applied to the secondary, with the intent that the additional revenue generated be dedicated to repay debt for capital improvement projects.

The proceeds go to different funds. Of the primary levy, \$11.5 million goes to the General Fund and \$175,000 goes to the Rio Salado Fund, and the entire secondary levy of \$25.2 million goes to the Debt Service Fund.

Major Influences: Development, Assessor Appraisal Methodology, State Policy, Population Growth, and Policy Regarding Property Tax Rates

City Property Tax



*Amounts reflect estimated receipts

Fiscal Year

Transient Lodging Tax



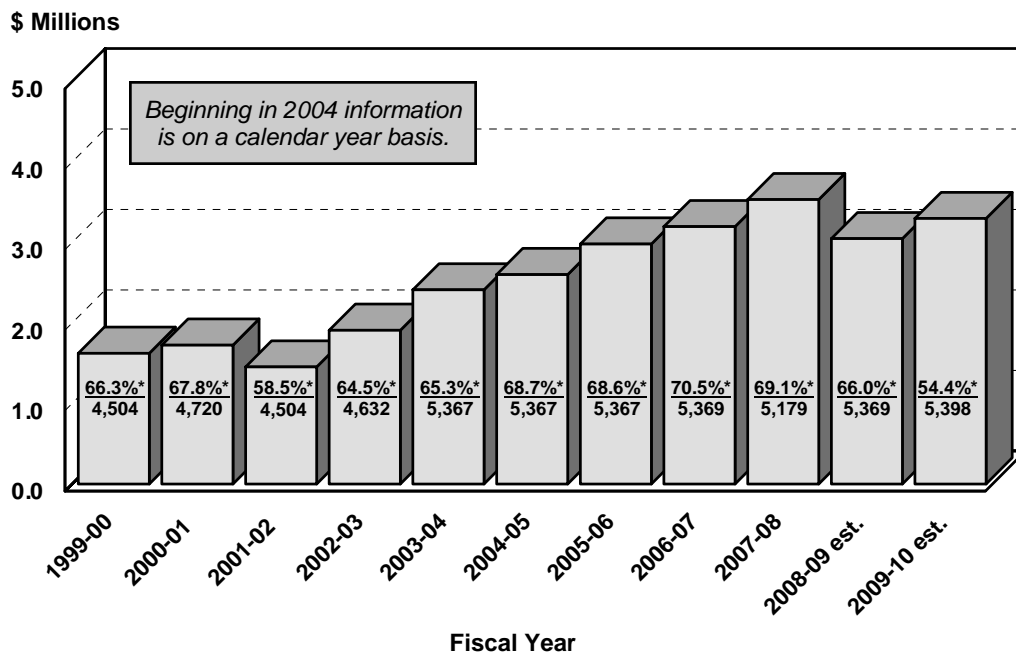
Restrictions	Fiscal Year	Amount	Percent Change
Current rate of 3% can be increased only by electorate.	1999-00	\$1,625,300	(1.4)
	2000-01	1,725,597	6.2
Of the total amount collected, 2/3 is pledged to the Tempe Convention and Visitors Bureau (TCVB). Excess unrestricted proceeds are deposited into the General Fund, except for bed tax revenue generated within the Rio Salado Enterprise Zone, which is deposited to the Rio Salado Fund for operating costs of the Rio Salado Project.	2001-02	1,454,927	(15.7)
	2002-03	1,911,752	31.4
	2003-04	2,413,099	26.2
	2004-05	2,603,119	7.9
	2005-06	2,983,156	14.6
	2006-07	3,199,002	7.2
The tax originated in June of 1988 at 2% with half (or 1%) dedicated to TCVB. In FY 2001 voters approved an additional 1% for TCVB, increasing the tax from 2% to 3%.	2007-08	3,534,641	10.5
	2008-09 est.	3,050,000	(13.7)
	2009-10 est.	3,300,000	8.2

Assumptions

The tax is imposed on businesses who charge for lodging for any period of not more than 30 consecutive days. The increase in the revenue projection beginning in 2001 is reflective of a voter approved 1% increase rather than an increase in lodging structures or occupants.

Major Influences: Economy, Competition from Hotels Located in Neighboring Cities, and Consumer Price Index

Transient Lodging Tax



*Percent Occupied/Number of Rooms

Salt River Project In-Lieu Tax



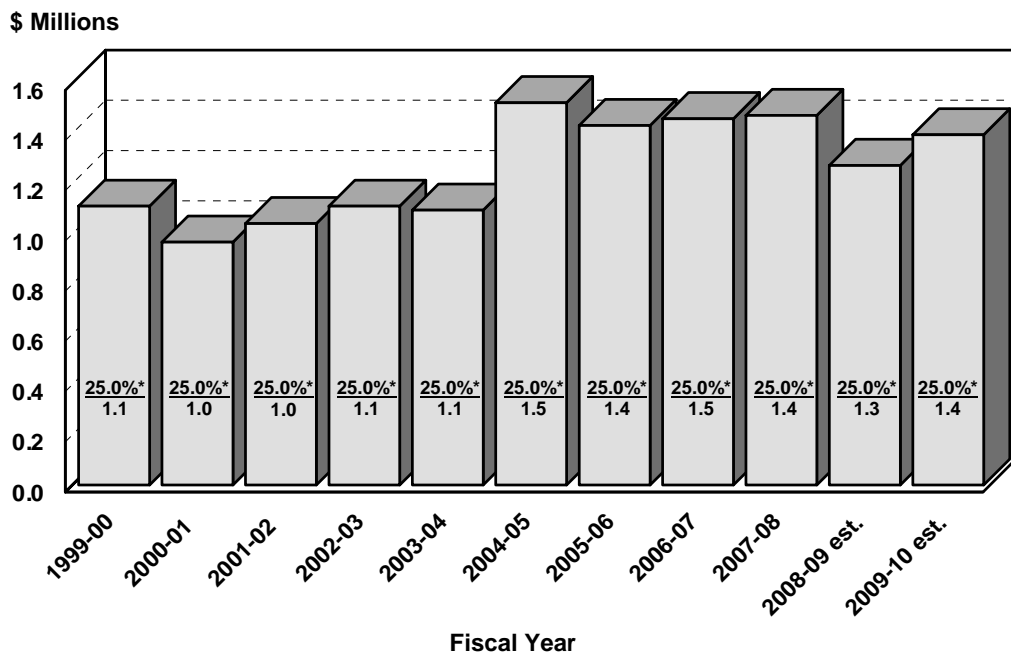
Restrictions	Fiscal Year	Amount	Percent Change
No restrictions on usage.	1999-00	\$1,110,420	(3.0)
	2000-01	967,193	(12.9)
	2001-02	1,041,291	7.7
	2002-03	1,110,403	6.6
	2003-04	1,094,665	(1.4)
	2004-05	1,522,519	39.1
	2005-06	1,431,678	(6.0)
	2006-07	1,458,614	1.9
	2007-08	1,471,815	0.9
	2008-09 est.	1,272,644	(13.5)
	2009-10 est.	1,394,846	9.6

Assumptions

As a government-operated public utility, the Salt River Project pays no franchise or property taxes. In lieu of these taxes, an amount is received from the utility based on a computation involving property location and plant investment. Proceeds from this revenue source are received through Maricopa County in June and December. In past years, monies from this source were deposited into both the General Fund and Debt Service Fund in a manner similar to the property tax. Beginning in FY 2009-10, all proceeds will be deposited into the General Fund.

Major Influences: Real Property Value and State Statute (assessment ratio)

Salt River Project In-Lieu Tax



*Percents represent the assessment ratio on SRP real property/In-Lieu Tax revenue

State Shared Sales Tax



Restrictions	Fiscal Year	Amount	Percent Change
No restrictions on usage. Must be expended for a public purpose.	1999-00	\$13,511,356	9.9
	2000-01	13,951,532	3.3
	2001-02	12,148,438	(12.9)
	2002-03	12,405,713	2.1
	2003-04	13,345,152	7.6
	2004-05	14,695,069	10.1
	2005-06	16,810,763	14.4
	2006-07	15,758,491	(6.3)
	2007-08	15,237,310	(3.3)
	2008-09 est.	13,635,713	(10.5)
	2009-10 est.	13,267,549	(2.7)

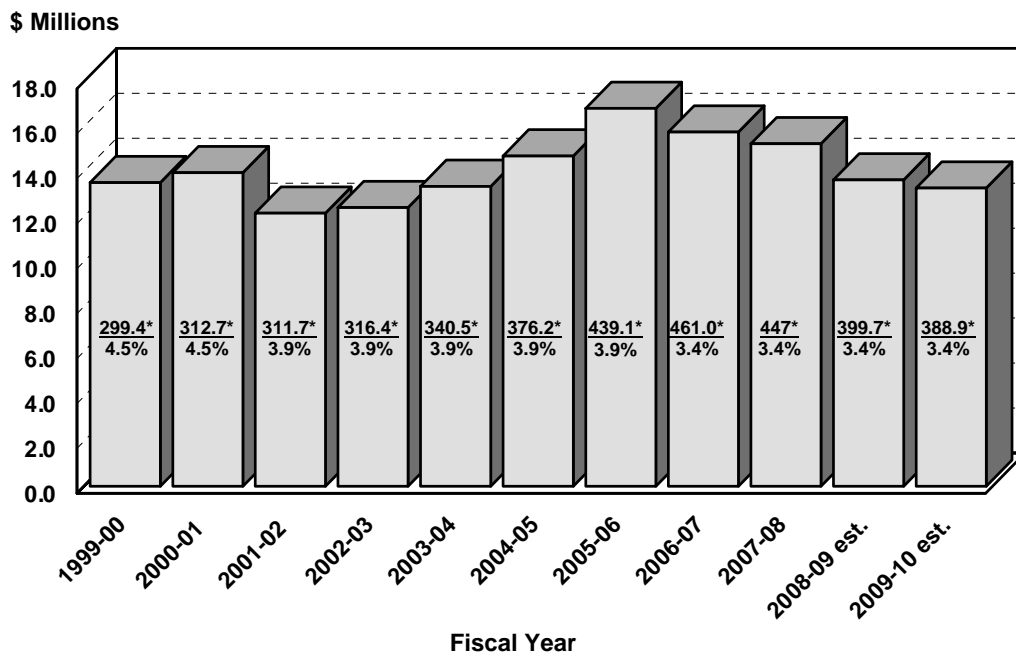
Assumptions

The state assesses a 5.6% sales tax, of which 0.6% is designated for educational purposes. Of the remaining, cities and towns share in 25% of the collections total (estimated at \$389 million for FY 2009-10) on the basis of their population in relation to total state population. Prior to 2000, Tempe accounted for 4.5% of the state's population, but with the 2000 Census Tempe's share fell to 3.9%. This reduction explains much of the decline in Tempe's state shared sales tax revenue in FY 2001-02. The share declined again to 3.4% with the 2005 mid-decade Census, but due to the robust state revenue growth the City did not experience a year over year net decrease.

The decreased revenue beginning in FY 2006-07 is reflective of the state recession.

Major Influences: Taxable Sales, Population (relative to state) and State Law

State Shared Sales Tax



*Total state shared sales tax revenue pool/City's share of pool

State Shared Vehicle License Tax



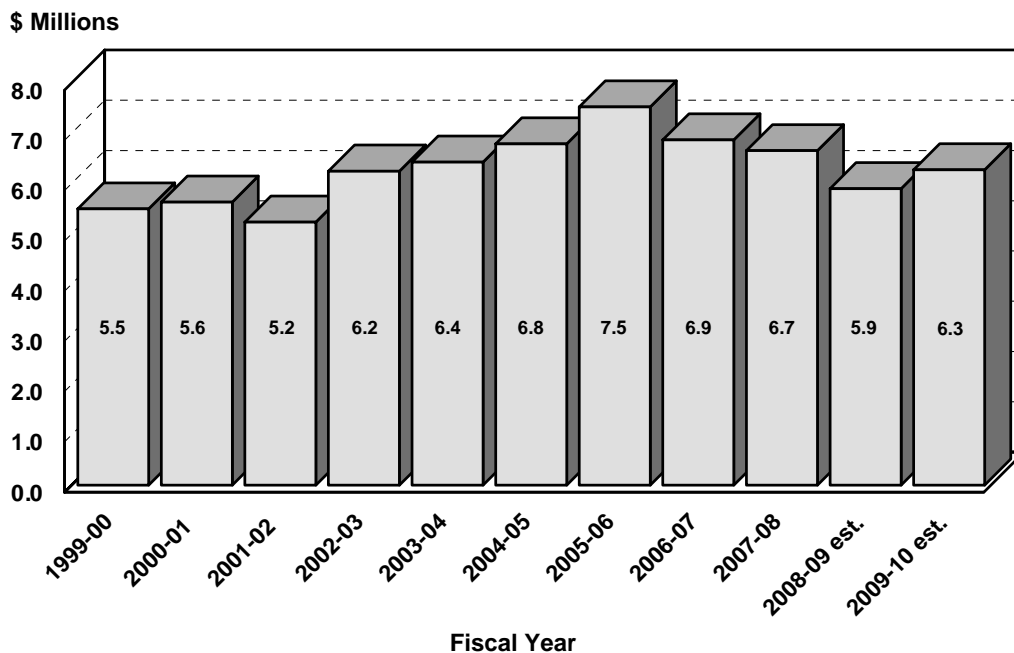
Restrictions	Fiscal Year	Amount	Percent Change
No restrictions on usage. Must be expended for a public purpose.	1999-00	\$5,497,492	10.6
	2000-01	5,632,181	2.5
	2001-02	5,233,512	(7.1)
	2002-03	6,247,543	19.4
	2003-04	6,428,101	2.9
	2004-05	6,791,043	5.6
	2005-06	7,527,675	10.8
	2006-07	6,870,739	(8.7)
	2007-08	6,655,516	(3.1)
	2008-09 est.	5,900,000	(11.4)
	2009-10 est.	6,275,500	6.4

Assumptions

Cities and towns receive 25% of the net revenue collected for vehicle licensing within their county. The respective shares are determined by the Cities' share of population in relation to total incorporated population of the county. The remainder of the revenue collected is shared by schools, counties, and the state. Prior to 2000, Tempe accounted for 4.5% of the state's population. Based on the 2005 Special Census, this figure declined to 3.4%. The FY 2009-10 growth is largely due to the low base set in prior years as this revenue amount is at FY 2002-03 levels.

Major Influences: Population (relative to State), State Policy and Auto Sales

State Shared Vehicle License Tax



State Shared Income Tax



Restrictions	Fiscal Year	Amount	Percent Change
No restrictions on usage. Must be expended for a public purpose.	1999-00	\$17,045,903	11.0
	2000-01	17,890,338	5.0
	2001-02	16,544,791	(7.5)
	2002-03	16,882,535	2.0
	2003-04	14,303,004	(15.3)
	2004-05	14,582,117	2.0
	2005-06	16,607,943	13.9
	2006-07	18,823,759	13.3
	2007-08	23,332,475	24.0
	2008-09 est.	24,820,292	6.4
	2009-10 est.	21,447,606	(13.6)

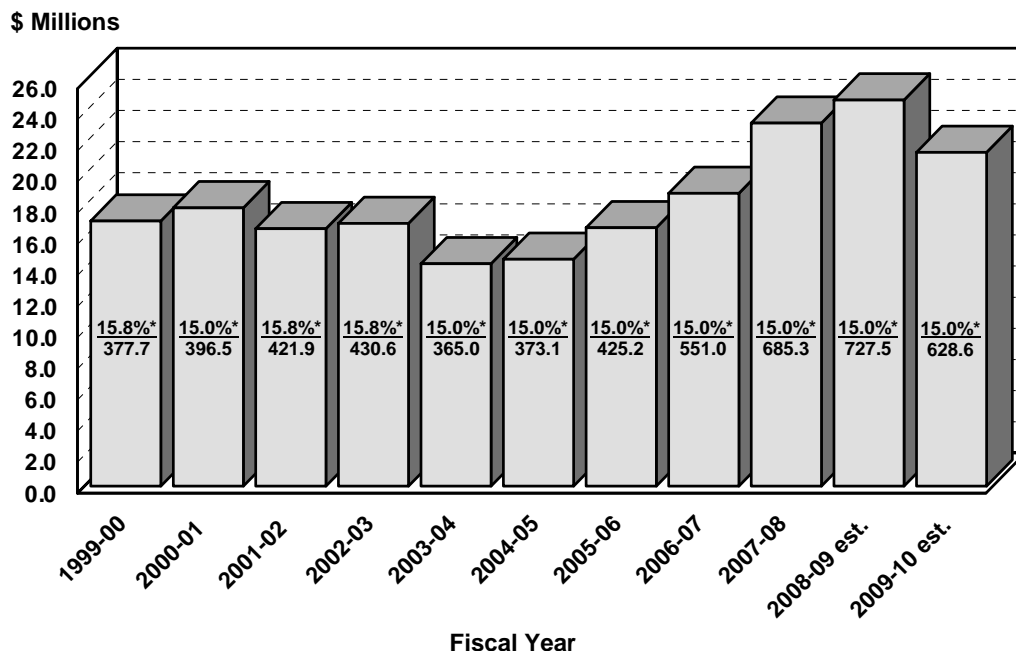
Assumptions

The right to levy income taxes in Arizona is reserved for the state in statute. Amounts distributed are based on actual income tax collections from two years prior to the fiscal year in which the City receives the funds. Originally, Arizona cities and towns were entitled to receive 15.0% of the state's income tax collections, but this percentage is at the legislature's discretion and has varied from 13.6% in FY 1996-97 to 15.8% in FY 1999-00. Currently, the state shared revenue has been restored to 15.0%.

This state shared revenue pool is distributed among cities and towns based on the relation of their population to the total population of all incorporated cities and towns in the state. Prior to the 2005 Special Census, Tempe accounted for 3.9% of the state's urban population, but this share fell to 3.4% for FY 2006-07. The FY 2009-10 decrease reflects the weak state economy.

Major Influences: Personal Income, Corporate Net Profits, Population (relative to State) and State Policy

State Shared Income Tax



* Percent of state income tax collections distributed to cities and towns/Total state shared tax revenue pool (\$ in millions)

Charges for Services/Cultural and Recreational



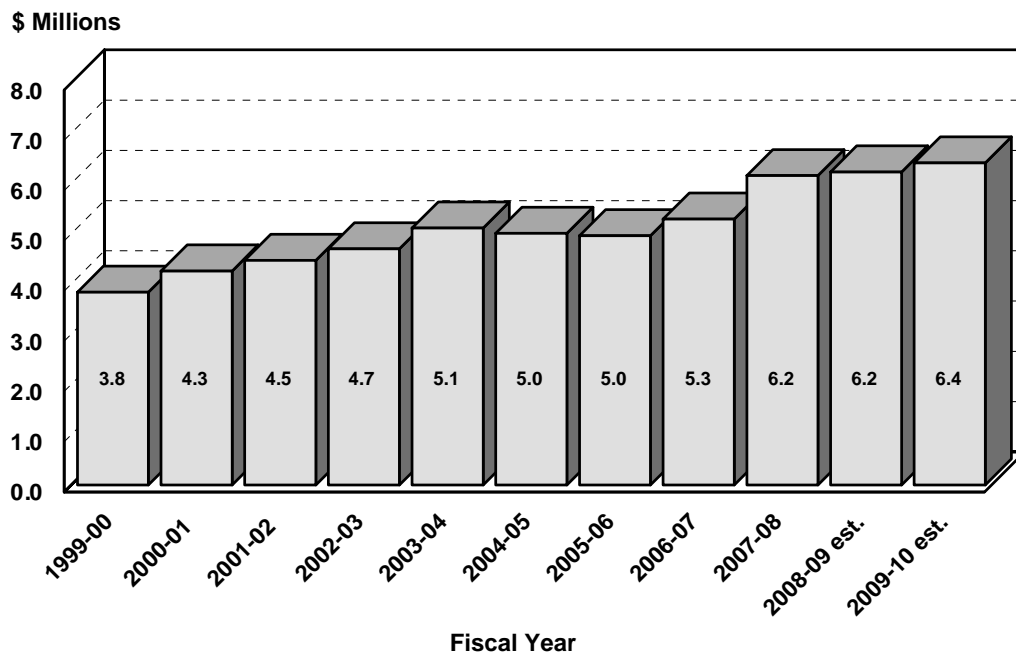
Restrictions	Fiscal Year	Amount	Percent Change
No restrictions on usage, but intended to defray costs of recreation and social service programs.	1999-00	\$3,836,700	14.7
	2000-01	4,258,777	11.0
	2001-02	4,471,110	5.0
	2002-03	4,699,196	5.1
	2003-04	5,113,578	8.8
	2004-05	5,009,690	(2.0)
	2005-06	4,961,260	(1.0)
	2006-07	5,293,236	6.7
	2007-08	6,156,998	16.3
	2008-09 est.	6,229,578	1.2
	2009-10 est.	6,408,459	2.9

Assumptions

Revenue in this category is derived from a wide array of recreational activities (such as softball, swimming, and tennis) and social services programs (such as counseling services and after-school programs). By Council policy, many of these activities and services are partially or fully funded through user charges. Fees are based on a targeted percentage for cost recovery of direct program operating costs, including wages and supply costs but excluding facility costs, administration, and capital outlay. The percentage of recovery of direct program costs is classified by user groups as follows: adult programs, 100% cost recovery; youth programs and senior programs, 50% cost recovery; and all Kiwanis Recreation Center classes/programs, 100% cost recovery. The FY 2007-08 spike in revenue reflects a rate increase for the Kid Zone program.

Major Influences: Population, Cost Recovery Policy and New Program Development

Charges for Services/Recreation and Social Services



Charges for Services/Development Related



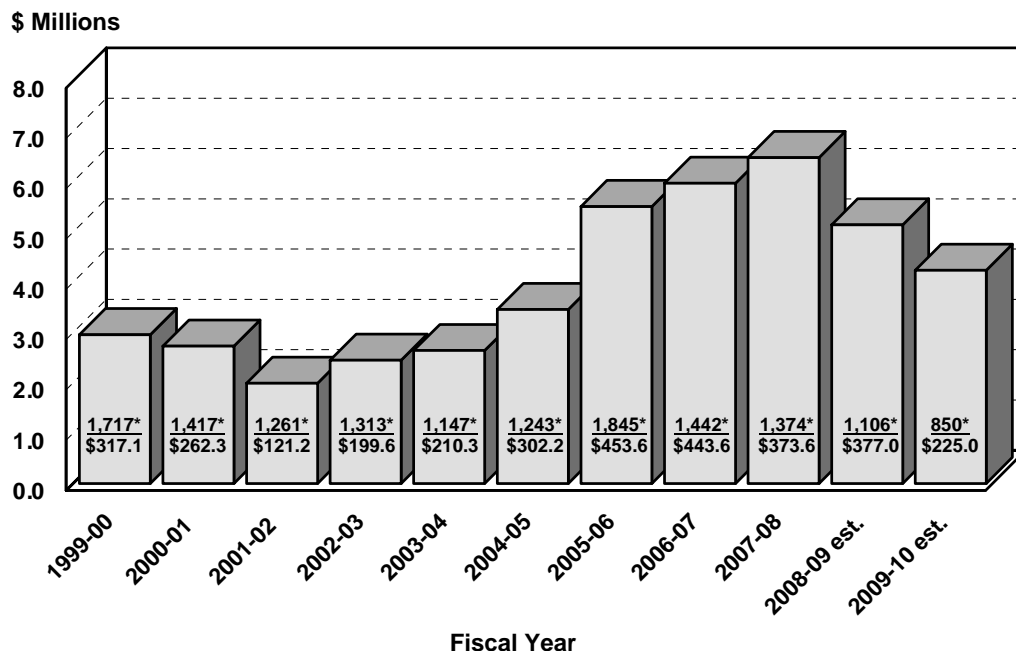
Restrictions	Fiscal Year	Amount	Percent Change
Intended to offset costs related to permitting and planning for residential and commercial development in the City, though there are no restrictions on usage.	1999-00	\$2,957,600	4.8
	2000-01	2,730,681	(7.7)
	2001-02	1,993,308	(27.0)
	2002-03	2,450,574	22.9
	2003-04	2,642,589	7.8
	2004-05	3,458,518	30.9
	2005-06	5,506,134	59.2
	2006-07	5,969,413	8.4
	2007-08	6,479,274	8.5
	2008-09 est.	5,142,338	(20.6)
	2009-10 est.	4,237,152	(17.6)

Assumptions

The annual growth rates shown above reflect the extreme cyclical nature of development. Much of the increase in FY 2002-03 was due to a fee/rate increase. The impact of this increase was moderated in subsequent years in light of slow development activity associated with a landlocked community. This trend reversed itself sharply, as the attractiveness of the Tempe downtown area for development, as well as the construction of Tempe Marketplace, increased permitting activity. The FY 2008-09 decrease is largely the result of large projects working their way out of the construction queue. Activity for FY 2009-10 is expected to drop even further due to a tight credit market and regional oversupply in commercial real estate suppressing the demand for new construction. The drop in activity is mitigated somewhat by fee/rate increases in FY 2008-09 and FY 2009-10.

Major Influences: Population, Tax Laws, Economy and Development

Charges for Services/Development Related



* Number of building permits/Valuation (\$ in millions)

Fines and Forfeitures



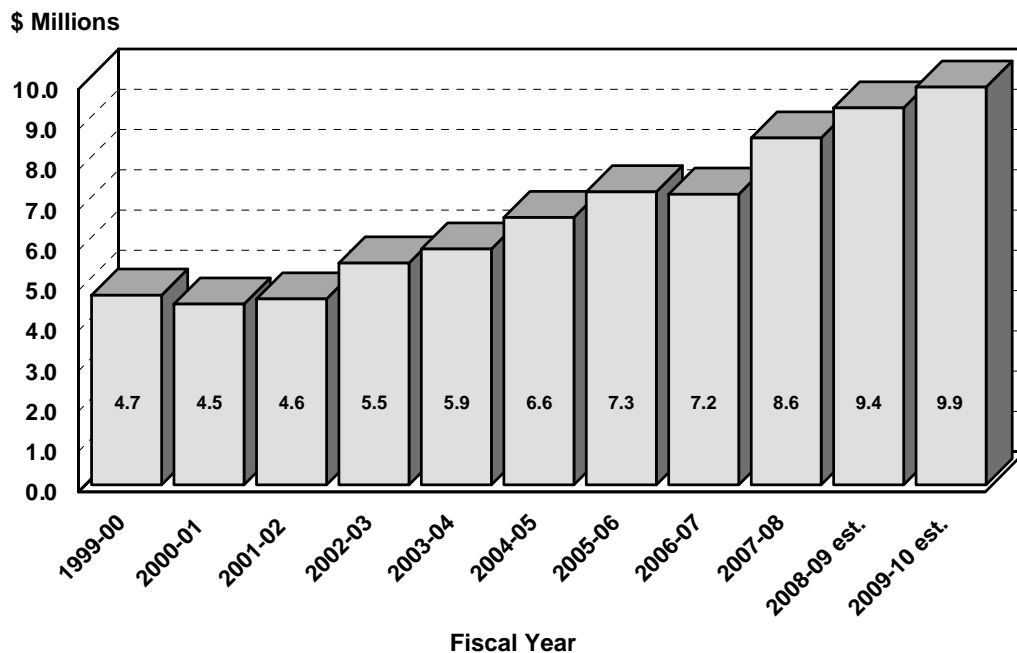
Restrictions	Fiscal Year	Amount	Percent Change
No restrictions on usage.	1999-00	\$4,709,700	22.1
	2000-01	4,489,939	(4.7)
	2001-02	4,615,379	2.8
	2002-03	5,510,475	19.4
	2003-04	5,858,482	6.3
	2004-05	6,639,189	13.3
	2005-06	7,278,191	9.6
	2006-07	7,219,330	(0.8)
	2007-08	8,616,319	19.4
	2008-09 est.	9,362,572	8.7
	2009-10 est.	9,880,662	5.5

Assumptions

The fines and forfeitures revenue to the City derive from fines related to parking, traffic, criminal, animal control, defensive driving school, adult diversion, domestic violence, and false alarms, plus revenue from public defender reimbursements, forfeitures, and boot fees. The FY 2007-08 increase is due to initial implementation of photo radar traffic enforcement. Continued increases are due to full implementation of the program coupled with increases to pawn shop fees and false alarm fines.

Major Influences: Population, Crime Rate and Internal Policy (Enforcement, Number of Police Officers)

Fines and Forfeitures



Transit Tax



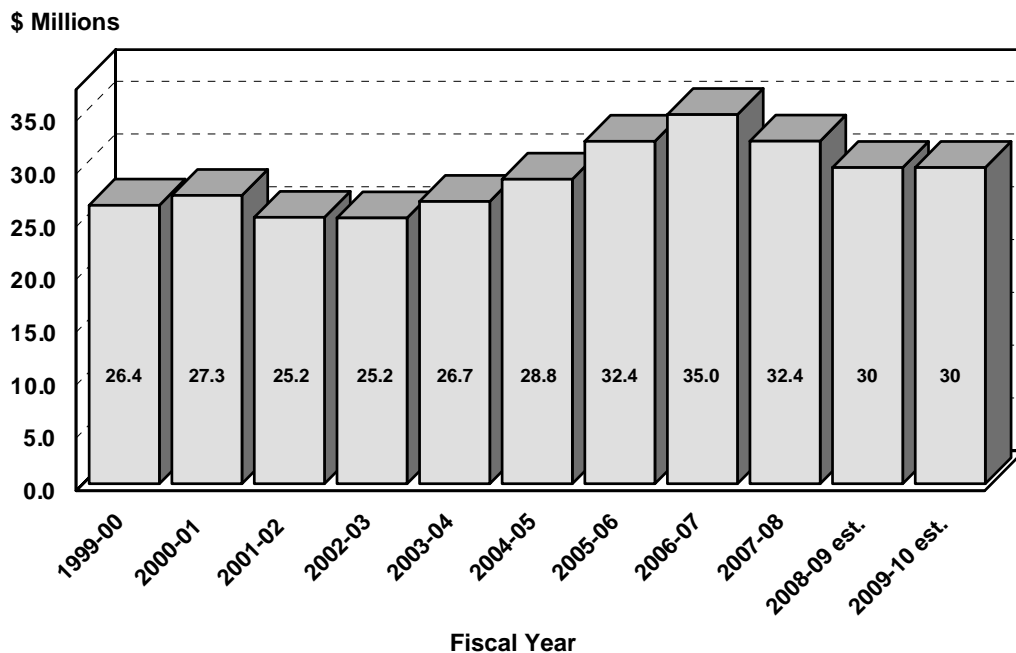
Restrictions	Fiscal Year	Amount	Percent Change
Represents a portion of the City sales tax dedicated by public vote to transit-related purposes, such as bus acquisition and maintenance, connecting bus routes to neighboring cities, bus stop construction, transit planning, and light rail construction.	1999-00	\$26,384,500	4.3
	2000-01	27,310,246	3.5
	2001-02	25,229,927	(7.6)
	2002-03	25,187,121	(0.2)
	2003-04	26,740,623	6.2
	2004-05	28,848,493	7.9
	2005-06	32,440,081	12.4
	2006-07	34,971,294	7.8
	2007-08	32,449,710	(7.2)
	2008-09 est.	29,957,000	(7.7)
	2009-10 est.	29,957,000	0.0

Assumptions

The Transit Tax represents 1/2 cent of the 1.8% City Sales Tax. The tax for transit was approved by Tempe voters in September 1996 and became effective January 1, 1997. Although the estimate for FY 2009-10 mirrors our trend for overall City sales tax growth, it does slightly deviate due to nuances resulting from rebates and tax incentives.

Major Influences: Taxable Sales, Population and Consumer Price Index

Transit Tax



Performing Arts Tax



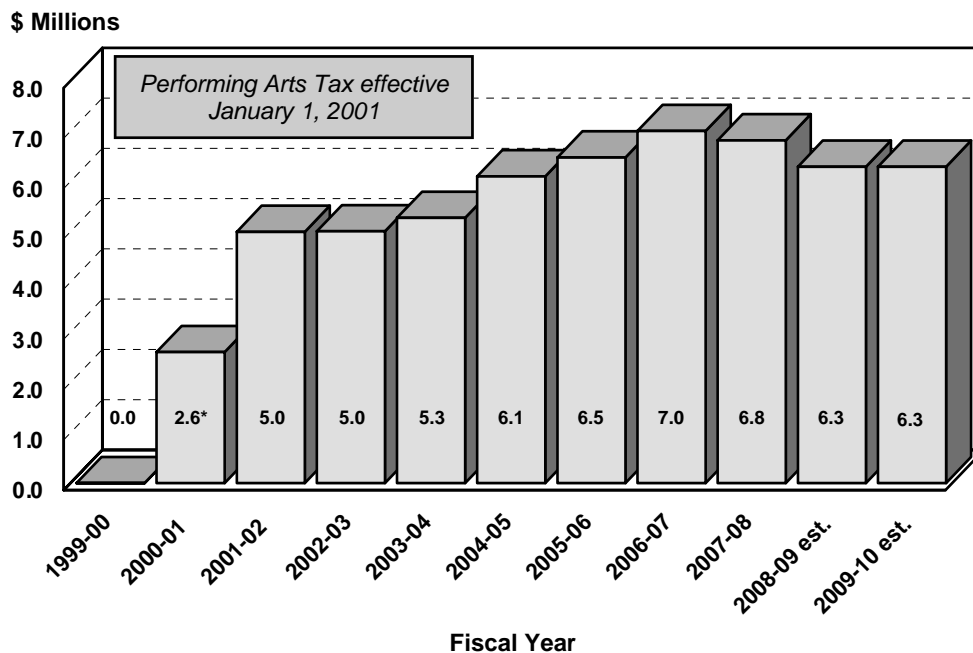
Restrictions	Fiscal Year	Amount	Percent Change
Represents a portion of the City sales tax dedicated by public vote for construction and operation of the Performing Arts Center. *Collections over a six month period	2000-01*	\$2,607,541	-
	2001-02	4,999,984	91.8
	2002-03	5,010,392	0.2
	2003-04	5,279,580	5.4
	2004-05	6,103,402	15.6
	2005-06	6,480,218	6.2
	2006-07	7,007,790	8.1
	2007-08	6,820,193	(2.7)
	2008-09 est.	6,295,038	(7.7)
	2009-10 est.	6,295,038	0.0

Assumptions

The Performing Arts Tax represents 1/10 cent of the 1.8% City Sales Tax. This tax was approved in May 2000 and became effective January 2001. Although the estimate for FY 2009-10 mirrors our trend for overall City sales tax growth, it does slightly deviate due to nuances resulting from rebates and tax incentives.

Major Influences: Taxable Sales, Population, and Consumer Price Index

Performing Arts Tax



* Collections over a 6 month period

Highway User Tax



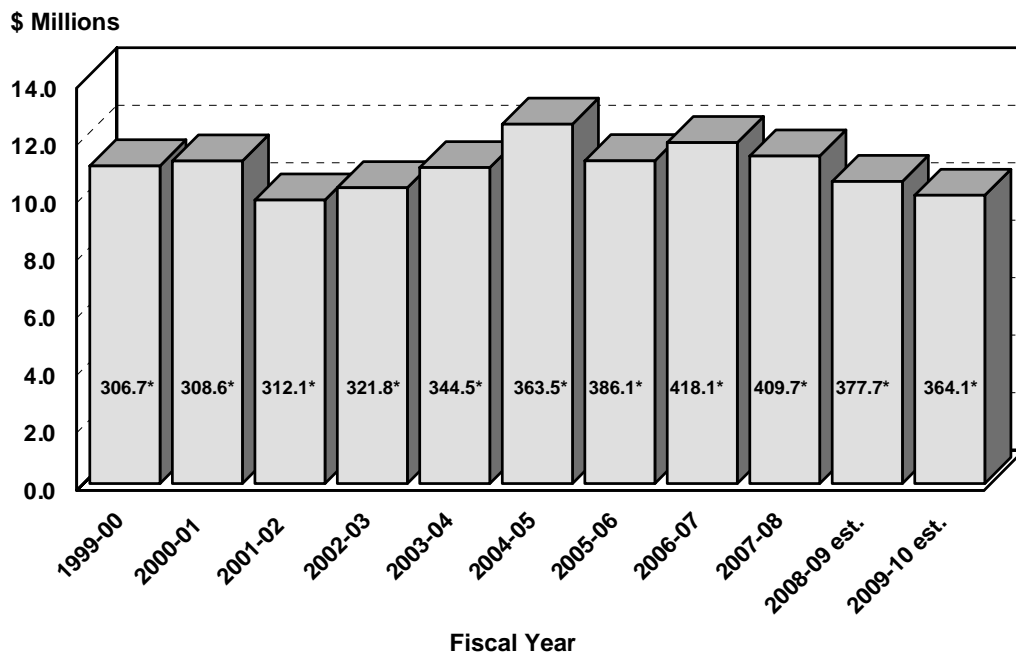
Restrictions	Fiscal Year	Amount	Percent Change
Proceeds can be used only for street and highway purposes including right-of-way acquisition, construction, reconstruction, maintenance, and payment of debt service on highway and street bonds.	1999-00	\$11,041,067	2.5
	2000-01	11,213,830	1.6
	2001-02	9,853,831	(12.1)
	2002-03	10,285,028	4.4
	2003-04	10,981,726	6.8
	2004-05	12,492,819	13.8
	2005-06	11,222,223	(10.2)
	2006-07	11,854,088	5.6
	2007-08	11,387,320	(3.9)
	2008-09 est.	10,500,529	(7.8)
	2009-10 est.	10,019,765	(4.6)

Assumptions

Highway User Revenue Fund (HURF) revenue is comprised primarily of a share of the state-imposed tax on fuel (18 cents per gallon), but also includes a portion of vehicle license taxes and other motor carrier permits and fees. Of the statewide total collected HURF revenue, 27.5% is distributed to cities and towns. Half of this pool amount is distributed based on each city or town's percentage share of the statewide total population of all incorporated cities and towns. The remaining one-half is divided into county pools based on each county's share of statewide fuel sales. Within each county, cities and towns receive an allocation based on their percentage share of total incorporated population in the county.

Major Influences: Population, State Policy, Economy and Gasoline Sales

Highway User Tax



* Total State Shared Highway User Tax Revenue Pool distributed to Cities/Towns.

Local Transportation Assistance Fund



Restrictions	Fiscal Year	Amount	Percent Change
Proceeds can be used only for street and highway projects, for any construction or reconstruction in the public rights-of-way as well as transit programs.	1999-00	\$976,015	(2.5)
	2000-01	957,785	(1.9)
	2001-02	900,415	(6.0)
	2002-03	870,471	(3.3)
	2003-04	845,814	(2.8)
	2004-05	820,811	(3.0)
	2005-06	798,826	(2.7)
	2006-07	771,039	(3.5)
	2007-08	761,513	(1.2)
	2008-09 est.	708,215	(7.0)
	2009-10 est.	705,439	(0.4)

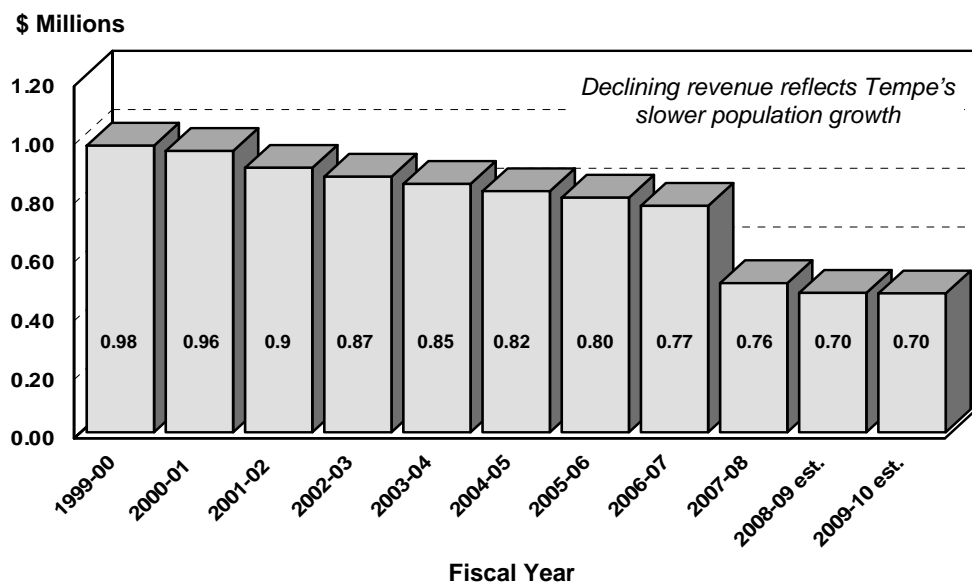
Assumptions

Revenue is derived from the state lottery game and the multi-state Powerball lottery game. By state statute, the state must distribute at least \$20.5 million annually to cities and towns from state lottery revenue, up to a maximum total distribution pool of \$23 million. Amounts distributed to cities and towns are based on their percentage share of statewide population as determined and updated annually by the state Department of Economic Security. Revenue derived from Powerball may be received only after the state first collects \$31 million from Powerball sales. If this threshold is reached, the state will distribute up to a total of \$18 million from Powerball revenue, dividing the pool into amounts based on each county's share of lottery ticket sales. Amounts from these county pools distributed to cities and towns are based on each city or town's share of incorporated population in the county.

The lottery state shared pool is adjusted every year by population determined by the Department of Economic Security. Tempe's declining share of statewide population accounts for the lottery revenue reduction over the past 10 years.

Major Influences: Population (relative to state) and Lottery Ticket Sales

Local Transportation Assistance Fund



Community Development Block Grant/Section 8 Housing Grant



Restrictions

Community Development Block Grant (CDBG) funds are awarded by the federal government and may be used only for the rehabilitation of owner-occupied housing and the removal of "slum and blight". Section 8 Housing Grants, also federal funds, may be used only for rent and utility subsidies for low income persons.

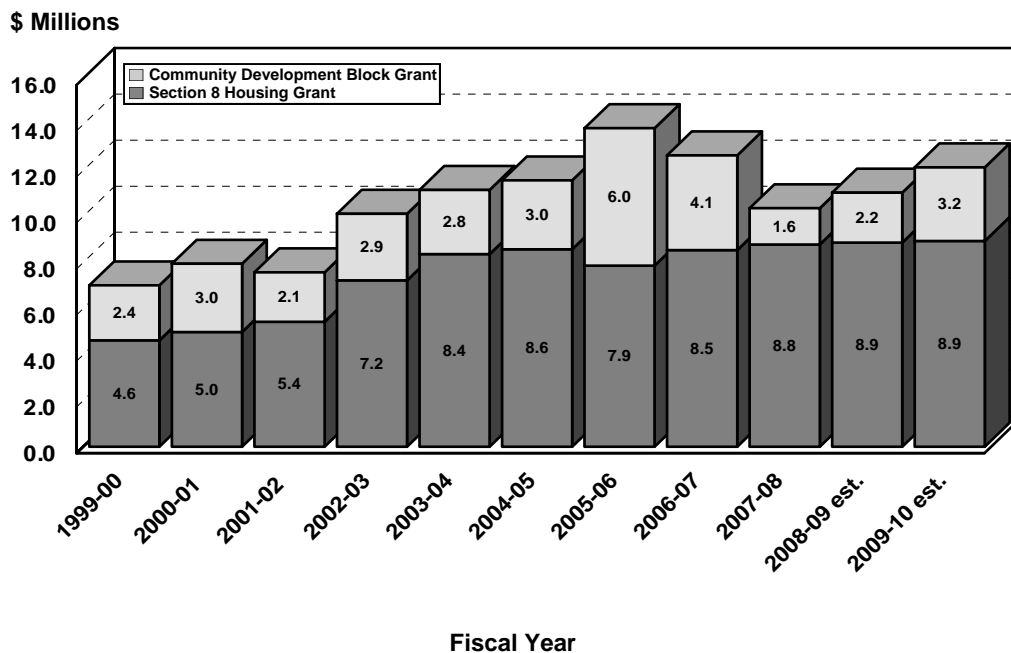
Community Development Block Grant			Section 8 Housing Grant	
Fiscal Year	Amount	Percent Change	Amount	Percent Change
1999-00	\$2,390,100	(0.4)	\$4,624,100	13.6
2000-01	2,967,700	24.2	4,985,700	7.8
2001-02	2,148,750	(27.6)	5,427,291	8.9
2002-03	2,896,728	34.8	7,227,924	33.2
2003-04	2,793,637	(3.6)	8,364,970	15.7
2004-05	2,996,729	7.3	8,577,743	2.5
2005-06	5,973,141	99.3	7,869,697	(8.3)
2006-07	4,115,572	(31.1)	8,543,758	8.6
2007-08	1,577,124	(61.7)	8,784,219	2.8
2008-09 est.	2,169,428	37.6	8,871,767	1.0
2009-10 est.	3,197,782	47.4	8,939,041	0.8

Assumptions

Funding levels in both programs are based on a federal formula which reflects local factors such as the percentage of people living in poverty, unemployment, population, age of existing housing, and the need for housing.

Major Influences: Federal Policy, Poverty Levels and Population

Community Development Block Grant/Section 8 Housing Grant



Water/Wastewater User Fees



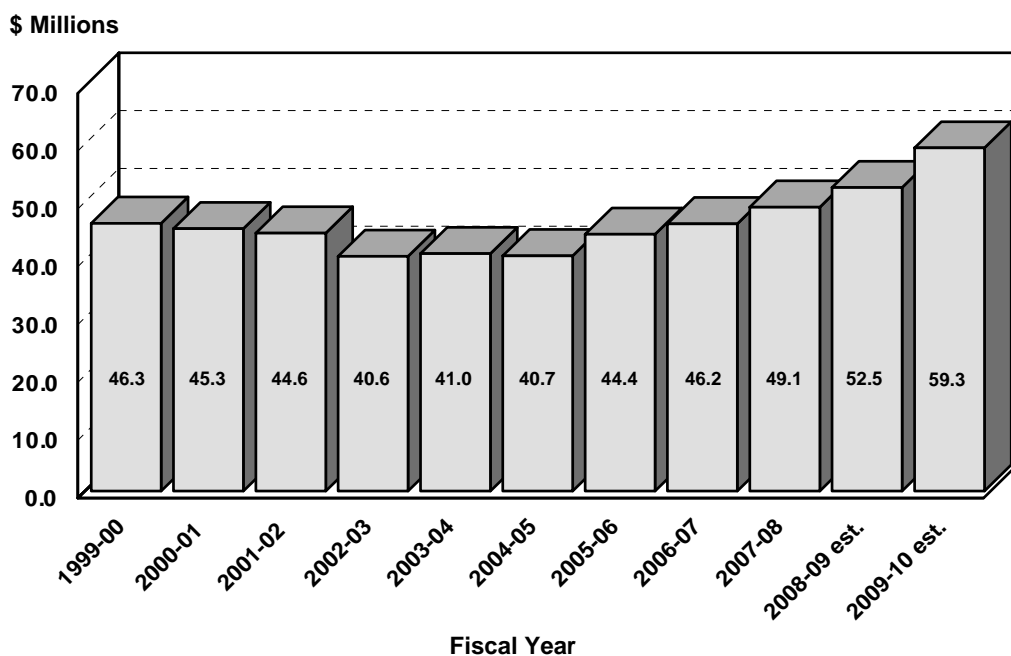
Restrictions	Fiscal Year	Amount	Percent Change
Fees can only be used to support the Water/Wastewater enterprise.	1999-00	\$46,296,100	23.3
	2000-01	45,349,960	(2.0)
	2001-02	44,591,306	(1.7)
	2002-03	40,586,501	(9.0)
	2003-04	41,037,476	1.1
	2004-05	40,674,305	(0.9)
	2005-06	44,392,262	9.1
	2006-07	46,201,943	4.1
	2007-08	49,078,726	6.2
	2008-09 est.	52,459,619	6.9
	2009-10 est.	59,311,760	13.1

Assumptions

Water/Wastewater revenue is derived from fees and service charges assessed to residential and commercial customers of the City's water and wastewater systems. Revenue also includes charges to the City's residential irrigation customers. Over the past few years, both water and sewer rates have been adjusted to address increased costs resulting from inflation, debt service on capital projects, and environmental regulation compliance.

Major Influences: Population, Internal Policy, Water Consumption Patterns and Weather

Water/Wastewater User Fees



Solid Waste Fees



Restrictions	Fiscal Year	Amount	Percent Change
Used to defray costs of providing solid waste collection and disposal service.	1999-00	\$9,840,100	6.3
	2000-01	9,758,199	(0.8)
	2001-02	10,024,863	2.7
	2002-03	10,496,774	4.7
	2003-04	11,014,949	4.9
	2004-05	12,054,563	9.4
	2005-06	13,232,293	9.8
	2006-07	14,049,254	6.2
	2007-08	14,217,938	1.2
	2008-09 est.	14,398,357	1.3
	2009-10 est.	15,321,109	6.4

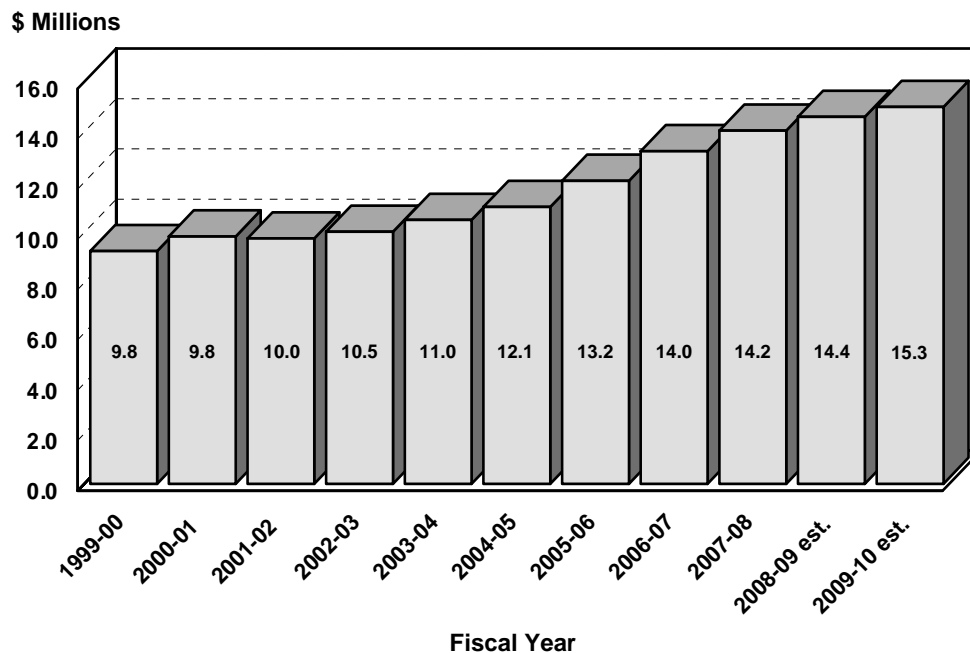
Assumptions

The collection and disposal of solid waste constitutes the City's second largest enterprise operation. Revenue derives from user fees for residential, commercial, roll-off, and uncontained solid waste service. Residential solid waste fees were increased five times starting in FY 1998-99 to address increased landfill and recycling costs.

Effective November 1, 2009, solid waste rates will change. The rate for residential services will increase by 5.0%, while the commercial services rate will increase by 3.0%.

Major Influences: Population, Internal Policy, and Commercial Market/Competition

Solid Waste Fees



Golf Course Fees



Restrictions

Revenue is used to defray costs of operating the Rolling Hills and Ken McDonald golf courses.

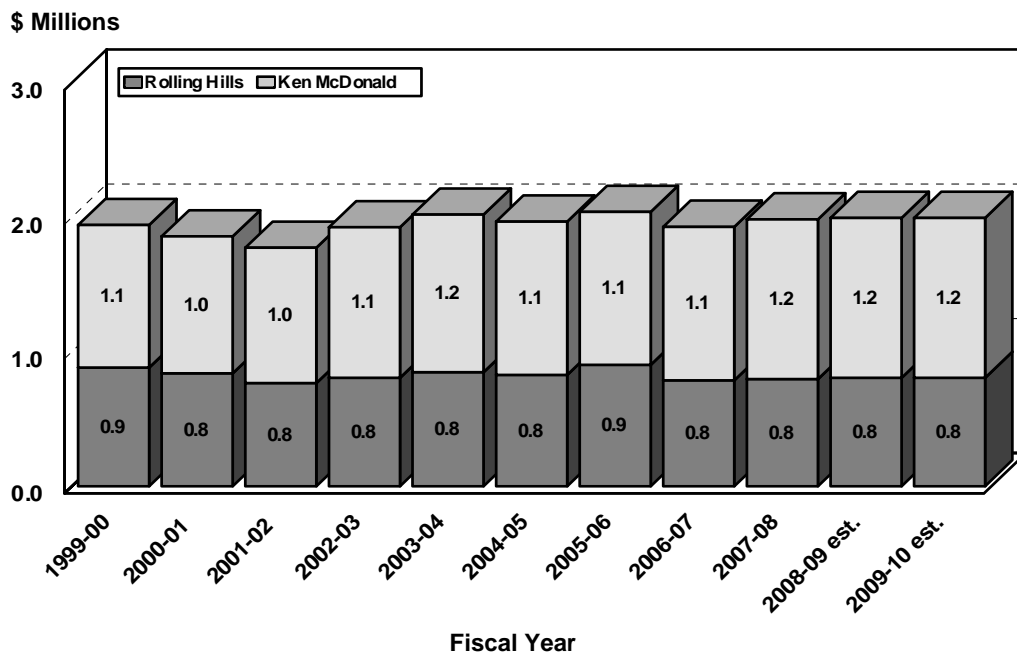
Fiscal Year	Rolling Hills		Ken McDonald	
	Amount	Percent Change	Amount	Percent Change
1999-00	\$882,082	(11.5)	\$1,060,418	(14.9)
2000-01	840,000	(4.8)	1,018,500	(4.0)
2001-02	767,285	(8.7)	1,006,532	(1.2)
2002-03	806,588	5.1	1,119,184	11.2
2003-04	847,844	5.1	1,172,288	4.7
2004-05	828,454	(2.3)	1,139,519	(2.8)
2005-06	903,047	9.0	1,136,795	(0.2)
2006-07	787,787	(12.8)	1,141,497	0.4
2007-08	796,698	1.1	1,187,729	4.1
2008-09 est.	806,628	1.2	1,188,950	0.1
2009-10 est.	806,628	0.0	1,188,950	0.0

Assumptions

Revenue from greens fees account for nearly 87% of golf course revenue, with the rest coming from lease agreements with the pro shops and restaurant concessionaires. Our projection conservatively assumes essentially flat revenue growth in light of the uncertainty that can result from weather conditions or fee changes, and competition from private courses.

Major Influences: Competition from Other Golf Courses, Weather, and City Fee Policy

Golf Course Fees





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Schedules and Summaries Contents



	<u>Page</u>
Budget Resolution	228
Property Tax Ordinance	229
Budget Schedules	
Schedule A-Summary Schedule of Estimated Revenue and Expenditures/Expenses.....	230
Schedule B-Summary of Tax Levy and Tax Rate Information	231
Schedule C-Summary of Revenue Other Than Property Taxes	232
Schedule D-Summary of Other Financing Sources and Interfund Transfers	234
Schedule E-Summary by Department of Expenditures/Expenses Within Each Fund	235
Budget Basis, Units, and Changes	236
Financial Structure and Organization	237
City Limits	238
Other Demographics	239
Personnel Summary	243
Personnel Schedules	244
Glossary of Terms	283
Index	290
OMB Staff	294



RESOLUTION 2009.35

**A RESOLUTION DETERMINING AND ADOPTING FINAL ESTIMATES OF PROPOSED EXPENDITURES
BY THE CITY OF TEMPE FOR THE FISCAL YEAR BEGINNING JULY 1, 2009, AND ENDING JUNE 30, 2010.
DECLARING THAT SUCH SHALL CONSTITUTE THE BUDGET FOR THE CITY OF TEMPE FOR SUCH FISCAL YEAR.**

WHEREAS, in accordance with the provisions of Title 42, Sections 17101-17104 inclusive, Arizona Revised Statutes, the City Council did, on May 14, 2009, make an estimate of the amounts required to meet the public expenses for the ensuing year, also an estimate of revenues from sources other than direct taxation, and the amount to be raised by taxation upon real and personal property within the City of Tempe, Arizona, and

WHEREAS, in accordance with said sections of said Title, and following due public notice, the Council met on May 14, 2009, at which meeting any taxpayer was entitled to appear and be heard in favor of or against any of the proposed expenditures, and

WHEREAS, publication has been duly made as required by law, of said estimates together with a notice that the City Council set a property tax public hearing for May 28, 2009 and set an adoption date of June 11, 2009, to adopt the property tax rate, and

WHEREAS, the sums to be raised by primary taxation, as specified therein, do not in the aggregate amount exceed that amount as computed in Title 42, Section 17051, A.R.S., therefore be it

RESOLVED, that the said estimates of revenues and expenditures shown on the accompanying schedules as now increased, reduced or changed by the same are hereby adopted as the budget of the City of Tempe, Arizona, for the fiscal year 2009-2010.

PASSED BY THE CITY COUNCIL OF TEMPE, ARIZONA, this 28th day of May, 2009.

ATTEST:


CITY CLERK

APPROVED AS TO FORM:


CITY ATTORNEY


FINANCIAL SERVICES MANAGER


MAYOR



ORDINANCE NO. 2009.23

AN ORDINANCE LEVYING SEPARATE AMOUNTS TO BE RAISED FOR PRIMARY AND SECONDARY PROPERTY TAX LEVIES UPON EACH ONE HUNDRED DOLLARS (\$100.00) OF THE ASSESSED VALUATION OF PROPERTY SUBJECT TO TAXATION WITHIN THE CITY OF TEMPE FOR THE FISCAL YEAR ENDING JUNE 30, 2010.

PURSUANT to A.R.S. §42-17151, the ordinance levying taxes for Fiscal Year 2009-2010 is required to be adopted on or before the third Monday in August.

WHEREAS, the County of Maricopa is the assessing and collecting authority for the City of Tempe.

WHEREAS, Tempe City Charter Section 5.11 allows an ordinance necessary in connection with the adoption of the annual budget to be adopted and go into effect upon adoption.

NOW, THEREFORE, BE IT ORDAINED BY THE COUNCIL OF THE CITY OF TEMPE, ARIZONA, as follows:

Section 1: There is hereby levied on each One Hundred Dollars (\$100.00) of the limited assessed value of all property, both real and personal, within the corporate limits of the City of Tempe, except such property as may be by law exempt from taxation, a primary property tax rate, for general and administrative expenses of the City of Tempe. The City of Tempe intends to adopt a primary property tax levy of \$11,665,999, resulting in a tax rate of \$0.4897 per \$100 of assessed value. The primary tax levy amount is equal to the maximum allowable levy limit as determined by Maricopa County pursuant to the laws of the state of Arizona.

Section 2: In addition to the rate set in Section 1 hereof, there is hereby levied on each One Hundred Dollars (\$100.00) of unlimited assessed valuation of all property, both real and personal, within the corporate limits of the City of Tempe, except such property as may be by law exempt from taxation, a secondary property tax rate equal to the difference between the primary tax rate, established in Section 1, and totaling \$1.4000.

Section 3: The combined tax rate as set forth in Sections 1 and 2 shall equal \$1.4000 per one hundred dollars (\$100.00) of assessed valuation of all property, real and personal, within the corporate limits of the City of Tempe, except such property as may be by law exempt from taxation.

Section 4: Failure by the county officials of Maricopa County, Arizona, to properly return the delinquent list, any irregularity in assessments or omissions in the same, or any irregularity in any proceedings shall not invalidate such proceedings or invalidate any title conveyed by any tax deed; failure or neglect of any officer or officers to timely perform any of the duties assigned to him or them shall not invalidate any proceedings or any deed or sale pursuant thereto, the validity of the assessment or levy of taxes or of the judgment of sale by which the collection of the same may be enforced shall not affect the lien of the City of Tempe upon such property for the delinquent taxes unpaid thereon; overcharge as to part of the taxes or of costs shall not invalidate any proceedings for the collection of taxes or the foreclosure of the lien therefore or a sale of the property under such foreclosure; and all acts of officers de facto shall be valid as if performed by officers de jure.

Section 5: All ordinances and parts of ordinances in conflict herewith are hereby repealed.

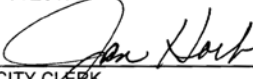
Section 6: This ordinance shall become effective upon adoption.

Section 7: The Clerk of the City is directed to transmit a certified copy of this ordinance to the County Assessor and Board of Supervisors of Maricopa County.

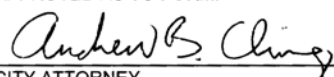
PASSED AND ADOPTED BY THE CITY COUNCIL OF THE CITY OF TEMPE, ARIZONA, this 11th day of June, 2009.


MAYOR

ATTEST:


CITY CLERK

APPROVED AS TO FORM:


CITY ATTORNEY


FINANCIAL SERVICES MANAGER



Summary Schedule of Estimated Revenue and Expenditures/Expenses

Fund	Adopted Budgeted Expenditures/ Expenses FY 2008-09	Unaudited Actual Expenditures/ Expenses FY 2008-09	Fund Balance/ Retained Earnings 7-1-2009	Direct Property Tax Revenue FY 2009-10
General	\$186,327,945	\$179,360,999	\$56,207,289	\$11,490,890
Special Revenue	97,949,428	91,561,220	23,795,222	175,000
Debt Service	23,180,569	16,560,959	34,752,449	25,192,451
Capital Projects	168,033,325	168,033,325	10,755,516	
Enterprise	88,981,541	77,998,564	47,914,264	
Total	\$564,472,808	\$533,515,067	\$173,424,740	\$36,858,341

Fund	Budgeted Revenue Other than Property Taxes 2009-10	Proceeds From Other Financing Sources 2009-10	Interfund Transfers 2009-10		Total Financial Resources Available 2009-10	Budgeted Expenditures/ Expenses 2009-10
			In	(Out)		
General	\$151,758,924	\$22,642,707	\$0	\$0	\$242,099,810	\$185,892,521
Special Revenue	108,722,800			(460,720)	132,232,302	107,530,232
Debt Service	2,955,458				62,900,358	19,875,542
Capital Projects		95,401,987	908,581		107,066,084	96,310,568
Enterprise	79,549,537			(447,861)	127,015,940	91,126,158
Total	\$342,986,719	\$118,044,694	\$908,581	(\$908,581)	\$671,314,494	\$500,735,021

Expenditure Limitation Comparison

	2008-09	2009-10
1. Budgeted Expenditures/Expenses	\$564,472,808	\$500,735,021
2. Budgeted Expenditures/Expenses Adjusted for Reconciling Items		
3. Less: Estimated Exclusions	(282,170,713)	(203,820,648)
4. Total Estimated Expenditures/Expenses Subject to Expenditure Limitation		
5. Expenditure Limitation	\$282,302,095	\$296,914,373



Summary of Tax Levy and Tax Rate Information

	FY 2008-09*	Estimated FY 2009-10
1. Maximum Allowable Primary Property Tax Levy (A.R.S. 42-17051(A))		\$11,665,890
2. Amount Received from Primary Property Taxation in the 2008-09 Fiscal Year in Excess of the Sum of that Year's Maximum Allowable Primary Property Tax Levy (A.R.S. 42-17102(A)(18))		
3. Property Tax Levy Amounts		
A. Primary Property Taxes	10,976,100	11,665,890
B. Secondary Property Taxes	23,726,547	25,192,451
C. Total Property Tax Levy Amounts	\$34,702,647	\$36,858,341
4. Property Taxes Collected		
A. Primary Property Taxes		
1. 2008-09 Levy	10,976,100	
2. Prior Years' Levies		
3. Total Primary Property Taxes	\$10,976,100	
B. Secondary Property Taxes		
1. 2008-09 Levy	23,726,547	
2. Prior Years' Levies		
3. Total Secondary Property Taxes	\$23,726,547	
C. Total Property Taxes Collected	\$34,702,647	
5. Property Tax Rates		
A. City Tax Rate		
1. Primary Property Tax Rate	0.5070	0.4897
2. Secondary Property Tax Rate	0.8930	0.9103
3. Total City Tax Rate	\$1.4000	\$1.4000

* Includes actual property taxes collected as of the date the proposed budget was prepared plus estimated property tax collected for the remainder of the fiscal year.



Summary by Fund of Revenue Other Than Property Taxes

Source of Revenue	Budgeted Revenue FY 2008-09	Estimated Revenue FY 2008-09*	Budgeted Revenue FY 2009-10
General Fund			
Local Taxes			
City Sales Tax	\$80,946,760	\$73,704,000	\$74,005,000
Hotel Bed Tax	3,405,200	2,800,000	3,000,000
Franchise Taxes	3,129,000	3,830,368	3,927,281
Licenses and Permits			
Business Licenses	1,337,250	1,507,250	1,497,750
Intergovernmental Revenue			
State Shared	40,681,200	38,456,005	34,715,155
Vehicle License Tax	7,278,111	5,900,000	6,275,500
Charges for Services	11,212,246	11,371,916	10,645,611
Fines and Forfeitures	9,397,789	9,362,572	9,880,662
Interest on Investments	6,939,071	3,000,000	3,000,000
Voluntary Contributions			
SRP In-Lieu Tax	569,600	497,570	1,394,846
Miscellaneous Revenue	8,492,533	2,716,072	3,417,119
Total General Fund	173,388,760	153,145,753	151,758,924
Special Revenue Funds			
Highway Users Revenue Fund			
Intergovernmental	11,818,077	10,500,529	10,019,765
Maintenance of Effort/Other	1,035,000	1,035,000	1,035,000
Barricading Fees	482,000		180,000
Miscellaneous Revenue	209,970	1,135	
Total Highway Users Revenue Fund	13,545,047	11,536,664	11,234,765
Local Transportation Assistance Fund (LTAF)			
Intergovernmental	503,700	474,504	472,645
Total LTAF	503,700	474,504	472,645
Transit Fund			
Transit Tax	33,888,200	29,957,000	29,957,000
State Lottery Proceeds	248,100	233,711	232,794
ASU-Flash Transit	610,370	610,370	676,790
Interest Earned-Trust Investments	617,000	228,436	212,386
Federal and State Funding	1,937,583	14,792,261	44,301,699
Miscellaneous Revenue	2,772,473	712,740	813,220
Total Transit Fund	53,073,726	46,534,518	76,193,889



Summary by Fund of Revenue Other Than Property Taxes

Source of Revenue	Budgeted Revenue FY 2008-09	Estimated Revenue FY 2008-09*	Budgeted Revenue FY 2009-10
Special Revenue Funds (Continued)			
Rio Salado Fund			
City Sales Tax	800,000	1,200,000	1,250,000
Hotel Bed Tax	242,000	250,000	300,000
Interest on Investments	190,000	126,000	130,000
Miscellaneous Revenue	153,804	166,151	163,601
Total Rio Salado Fund	1,385,804	1,742,151	1,843,601
Performing Arts			
Performing Arts Tax	6,933,500	6,295,038	6,295,038
Fees and Admissions	421,500	312,700	351,000
Interest on Investments	241,956	254,756	185,039
Total Performing Arts Fund	6,933,500	6,862,494	6,831,077
Community Development Block Grant (CDBG)	2,169,428	1,510,277	3,197,782
Section 8 Housing	8,856,767	8,820,504	8,949,041
Total CDBG / Section 8 Funds	11,026,195	10,330,781	12,146,823
Total Special Revenue Funds	86,467,972	77,481,112	108,722,800
Debt Service Fund			
Intergovernmental		182,794	185,458
SRP In-Lieu Tax	887,276	775,074	
Total Debt Service Fund	887,276	3,727,868	2,955,458
Enterprise Funds			
Cemetery	451,722	142,860	147,186
Golf	2,072,379	2,001,283	2,001,283
Water/Wastewater	53,041,440	55,372,282	61,572,480
Solid Waste	14,990,105	14,863,757	15,828,588
Total Enterprise Funds	70,555,646	72,380,182	79,549,537
TOTAL ALL FUNDS	\$331,299,654	\$306,734,915	\$342,986,719

* Includes actual revenues recognized on the modified accrual basis as of the date the proposed budget was prepared plus estimated revenues for the remainder of the fiscal year.



Summary by Fund of Other Financing Sources and Interfund Transfers

Fund	Proceeds From Other Financing Sources FY 2009-10	Interfund Transfers FY 2009-10	
		In	Out
General Fund			
General Fund Transfer	\$20,113,359		
Carry Forward Encumbrance	2,529,348		
Special Revenue Funds			
HURF/LTAF			
Transit			(460,720)
Total Special Revenue Funds	22,642,707	0	(460,720)
Capital Projects Funds		908,581	
Bond/Note Proceeds	71,483,357		
CIP-Other Funding	17,318,630		
CIP-Fund Balance Applied	6,600,000		
Total Capital Projects Funds	95,401,987	908,581	0
Enterprise Funds			
Water/Wastewater			(447,861)
Total Enterprise Funds	0	0	(447,861)
TOTAL ALL FUNDS	\$118,044,694	\$908,581	\$(908,581)



Summary by Department of Expenditures/Expenses Within Each Fund

	Adopted Budgeted Expenditures/ Expenses FY 2008-09	Expenditure/ Expense Adjustments Approved FY 2008-09	Revised Expenditures/ Expenses FY 2008-09*	Budgeted Expenditures/ Expenses FY 2009-10
General Fund				
Mayor and Council	\$392,876		\$386,796	\$400,337
City Manager	336,240	\$(2,187)	317,002	339,673
Community Relations	2,987,173	(64,859)	2,731,102	2,875,479
Diversity Program	646,967	(83,576)	562,583	554,394
Internal Audit	510,867	(30)	501,040	502,431
City Clerk	824,487	(4,512)	633,735	884,219
City Court	4,516,196	(108,966)	4,291,354	4,259,174
Human Resources	3,296,547	30,654	3,178,778	3,222,042
City Attorney	3,240,493	(247,086)	2,897,141	2,955,464
Financial Services	4,643,787	(313,780)	4,197,288	4,501,411
Community Development	4,310,066	(84,822)	4,213,605	4,249,509
Development Services	6,562,339	(257,125)	6,261,570	6,519,803
Police	74,967,930	347,726	74,519,365	74,667,301
Fire	27,717,029	(579,859)	26,844,336	28,726,772
Community Services	14,860,592	(194,685)	14,509,885	14,412,112
Parks and Recreation	16,943,216	(243,421)	16,087,941	17,302,234
Public Works-General	10,679,281	(487,952)	10,085,127	10,079,427
Non-Departmental	7,605,859	2,878,134	7,142,351	9,440,739
Contingencies	1,286,000	(1,277,955)		
Total General Fund	186,327,945	(694,301)	179,360,999	185,892,521
Special Revenue Funds				
Highway Users Revenue Fund	11,119,454	(800)	10,188,351	15,008,850
Transit	64,370,597	(329)	60,394,106	68,825,439
CDBG	2,169,428	(500)	1,510,277	3,197,782
Section 8 Housing	8,856,767		8,820,504	8,949,041
Rio Salado	2,467,828		2,017,382	2,444,592
Performing Arts	8,965,354	(550)	8,630,600	9,104,528
Total Special Revenue Funds	97,949,428	(2,179)	91,561,220	107,530,232
Debt Service Fund				
Debt Service	23,180,569		16,560,959	19,875,542
Total Debt Service Fund	23,180,569		16,560,959	19,875,542
Capital Project Funds				
All Capital Projects	168,033,325	999,126	168,033,325	96,310,568
Total Capital Project Funds	168,033,325	999,126	168,033,325	96,310,568
Enterprise Funds				
Water/Wastewater	71,242,018	(43,414)	61,064,003	72,489,753
Golf	2,108,511		2,101,379	2,178,060
Cemetery	385,303		325,151	376,744
Solid Waste	15,245,709	(6,168)	14,508,031	16,081,601
Total Enterprise Funds	88,981,541	(49,582)	77,998,564	91,126,158
Total All Funds	\$564,472,808	\$253,064	\$533,515,067	\$500,735,021

* Includes actual expenditures/expenses recognized on the modified accrual basis as of the date the proposed budget was prepared plus estimated expenditures/expenses for the remainder of the fiscal year.



Accounting/Budgetary Basis

The City of Tempe's operating budget is legally adopted by Council resolution each fiscal year on a modified accrual basis, which is consistent with Generally Accepted Accounting Principles (GAAP). With modified accrual basis, revenue is recognized when it becomes available and measurable and expenditures as they are made. By contrast, Government-wide financial statements in the Comprehensive Annual Financial Report (CAFR) must be recorded on a full accrual basis. This is where revenue is recognized as soon as it is earned and expenses are recognized as soon as a liability is incurred, regardless of the timing of related cash inflows and outflows. Fund Statements, in the CAFR, are modified accrual basis for the General Fund, Debt Service Fund, Special Revenue Funds, and Capital Project Funds and accrual basis for Proprietary Funds.

Budget Units

• Funds (Fund Accounting)

The City's Operating Budget is organized by funds in conformity with GAAP with guidelines established by the Governmental Accounting Standards Board (GASB). The accounts of the City are organized on the basis of funds, each of which is considered a separate accounting entity. The operations of each fund are accounted for with a separate set of self-balancing accounts. With this account structure, the revenue and expenditures/expenses are budgeted and approved prior to the beginning of each fiscal year by a resolution passed by the City Council.

The various funds are grouped by two types, governmental and proprietary. Governmental funds are those through which most governmental functions of the City are financed and include the General Fund, Debt Service Fund, Special Revenue Funds, and Capital Project Funds. Proprietary funds are used to account for the City's organizations and activities which are similar to those often found in the private sector. The Proprietary (Enterprise) Funds include the Water/Wastewater, Solid Waste, Golf and Cemetery Funds. The Comprehensive Annual Financial Report includes the combined financial statements of all funds.

• Programs

Presentation of the operating budget is also structured by programs which delineate budget expenditures in terms of broad goals and objectives. Major programs include 1) General Services, 2) Development Services, 3) Public Safety, 4) Environmental Health, 5) Community Services, and 6) Transportation.

Programs may transcend specific fund or departmental boundaries in that a program encompasses all associated activities, regardless of fund or department, directed toward the attainment of a general goal or objective. The relationship between programs and

funds is presented in summary form in the Budget Summaries section as is their relation to the Departments and Divisions engaged in the pursuit of the respective goals and objectives.

• Departments

Finally, the Performance Budget section of the operating budget illustrates the distribution of budget appropriations along the major organization units of City departments and their divisions.

Changes to the Budget

• Mid-Year Program/Personnel Adjustment Request

Should the need arise for additional personnel or program enhancements during the fiscal year to meet some unforeseen need, a mid-year program/personnel request is submitted to the Budget Office for a needs assessment and fiscal impact review. If after evaluation, the request is approved and involves either additional personnel or the abolition of a position(s), the request is forwarded to either the relevant Council Committee or full Council with recommended action.

• Budget Transfers

The department should process a budget transfer request form anytime a shortfall is anticipated in a departmental subtotal budget. Budget transfers are no longer necessary to address a shortfall within summary account groups as long as sufficient monies are available in the subtotal departmental budget. The subtotal budget includes salaries and wages, fringe benefits, materials and supplies, fees and services, travel and other expenses, contributions, and capital outlay, and excludes internal services.

Only as a last resort are contingency monies used to fund a shortfall. Alternative courses of action should be sought before contingency monies will be considered. Purchase orders and requisitions will be held until the budget shortfall is addressed.

• Transfer of Appropriation

At any time during the fiscal year, the City Manager may transfer part or all of any unencumbered appropriation balance among programs within a department, office, or agency. Upon written request by the City Manager, the Council may by ordinance transfer part or all of any unencumbered appropriation balance from one department, office, or agency to another (Section 5.08, City of Tempe Charter).

• Permission to Exceed Budget

In the event of an emergency, the Council may seek permission from the State Board of Tax Appeals (previously State Tax Commission) to exceed the adopted budget (Section 5.09, City of Tempe Charter).



• Types of Budgeting

Two separate budgets are adopted at the aggregate level for both the Operating and Capital Improvements Program and are then presented in program budget, performance and line-item form. The program budget portrays total and per capita expenditures along six broad programs or functions, including General Services, Development Services, Public Safety, Environmental Health, Community Services, and Transportation. This budget information is presented in the Budget Summaries section of the Annual Budget. The performance budget focuses on departmental and divisional goals and objectives. Benchmark and other workload data are collected to assess the effectiveness and efficiency of services. This information is published in the performance budget section of our Annual Budget. Finally, the line-item budget lists dollar amounts budgeted for each cost center and expenditure category and is published separately.

• Level of Revenue and Expenditure Detail

Revenue is presented at several levels within the revenue information section of the Annual Budget. Revenue is given by fund type (General Governmental, Special Revenue, and Enterprise), by revenue category, and by major source. Additionally, all key revenue is addressed in terms of a ten year history, underlying assumptions, and major influences with graphic illustration of the trends to facilitate review of the revenue patterns. Summary schedules of estimated revenue is also presented in the Schedules and Summaries section of the Annual Budget. Expenditures are presented at several levels of detail including information by line-item, organizational unit performance, program, and fund. Line-item detail of expenditures is given in the Annual Line-Item Budget. Performance, program, and fund level expenditure data are presented in the Annual Budget.

• Relationship Between Budgeting and Accounting

This budget is adopted on a basis consistent with GAAP, except for certain items which are adjusted on the City's accounting system at fiscal year end. During the year, the City's accounting system is maintained on the same basis as the adopted budget. This enables departmental budgets to be easily monitored via accounting system reports on a monthly basis.

The major differences between this adopted budget and GAAP for governmental funds are: a) encumbrances are recorded as the equivalent of expenditures (budget) as opposed to a reservation of fund balance (GAAP); b) certain revenue and expenditures, not recognized for budgetary purposes are accrued (GAAP); and c) supply inventory and self-insurance contributions are recognized as expenditures for budgetary purposes only. Enterprise Fund differences consist of the following: a) encumbrances are recorded as the equivalent of expenses (budget basis) as opposed to an expense of the following

accounting period (GAAP); b) certain items, e.g., principal expense and capital outlay, are recorded as expenditures for budgetary purposes as opposed to adjustments of the appropriate balance sheet accounts (GAAP); and c) depreciation is recorded as an expense (GAAP) and not recognized for budgetary purposes.

Fund Structure

• Governmental Funds

Capital Projects Funds: Capital Projects Funds are used to account for financial resources to be used for the acquisition or construction of major capital facilities (other than those financed by Proprietary Funds and Trust Funds).

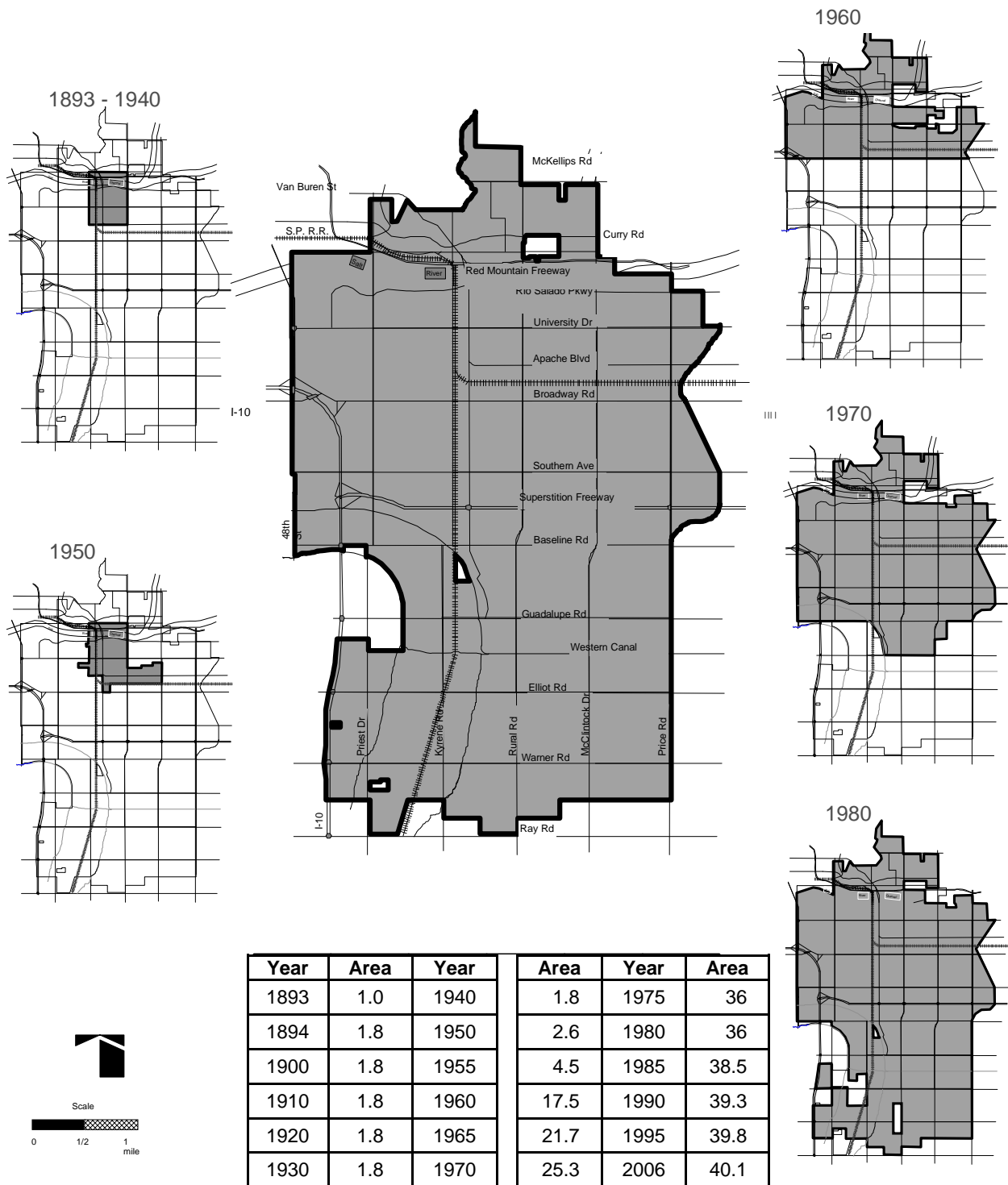
Debt Service Fund: Debt Service Funds are set up to receive dedicated revenue used to make principal and interest payments on City debt. They are used to account for the accumulation of resources and the payment of general obligation and special assessment debt principal, interest and related costs, except the debt service accounted for in the Special Revenue Funds and Enterprise Funds.

General Fund: The General Fund is the general operating fund of the City. It is used to account for all activities of the City not accounted for in some other fund.

Special Revenue Funds: Special Revenue Funds are established to account for legally restricted funding. Our Special Revenue Funds include: Performing Arts, Highway User Revenue, Local Transportation Assistance, Rio Salado, Community Facilities District, Transit, Community Development Block Grant and Housing Assistance.

• Proprietary Funds

Enterprise Funds: Enterprise Funds are used to account for operations including debt service that are: (a) financed and operated in a manner similar to private businesses, where the intent of the government body is that the costs (expenses, including depreciation) of providing goods or services to the general public on a continuing basis are financed or recovered primarily through user charges; or (b) where the governing body has determined that periodic determination of revenue earned, expenses incurred, and/or net income is appropriate for capital maintenance, public policy, management control, accountability, or other purposes. Our Enterprise Funds include: Water and Wastewater, Solid Waste, Cemetery and Golf.



Other Demographics



OTHER DEMOGRAPHICS

Area – Square Miles

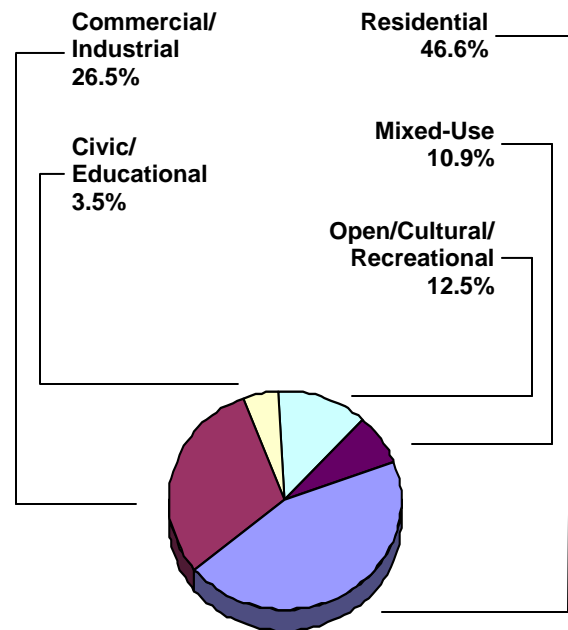
2008	40.1	1990	39.3
2005	40.0	1980	38.1
1999	39.8	1970	25.3
1993	39.6	1960	17.5
1992	39.3	1950	2.7
1991	39.3		

Land Use (2008)(%)

Residential	46.6
Commercial/Industrial	26.5
Open/Cultural/Recreational	12.5
Mixed-Use	10.9
Civic/Educational	3.5

Population

2005	Interim Census	165,796
2000	U.S. Census	158,625
1995	Interim Census	153,821
1990	U.S. Census	142,165
1985	Interim Census	132,942
1980	U.S. Census	106,743
1970	U.S. Census	63,550
1960	U.S. Census	24,897
1950	U.S. Census	7,906



Building Permits (Calendar Year Data)

	Number	Value (\$000)
2008	1,249	426,439
2007	1,563	471,370
2006	1,744	545,435
2005	1,416	287,539
2004	1,183	253,451
2003	1,303	174,689
2002	1,321	128,924
2001	1,301	189,010
2000	1,497	304,881
1999	1,940	273,774
1998	1,891	377,958

Elections (2008)

Registered voters	Primary	69,405
	General	69,698
Voter Turnout	Primary	15,763
	General	15,710
% Voting	Primary	23%
	General	23%

**OTHER DEMOGRAPHICS (Continued)****School Registration**

Tempe Elementary District	12,806
Tempe Union High School District	13,224
ASU (Fall 2008) Tempe Campus	52,734

Major Employers

Arizona State University	10,336
Wells Fargo	3,406
Salt River Project	3,331
Freescale Semiconductor	3,000
Kyrene Elementary	2,860
US Airways, Inc.	2,800
Insight Direct	2,500
Honeywell International	2,000
JP Morgan Chase	2,000
City of Tempe	1,810

Employment Trends

	Employment	Unemployment Rate
2008	118,675	4.2%
2007	118,984	2.8%
2006	115,961	3.0%
2005	109,631	3.5%
2004	105,306	3.8%
2003	101,619	4.5%

Occupational Composition (%)

Sales and Office	29.4
Managerial and Professional	39.7
Service	14.6
Construction, Extraction, Maintenance	6.8
Production, Transportation, Material Moving	9.4
Farming, Forestry and Fishing	0.1

Industrial Composition (%)

Agriculture, Forestry, Fishing, Hunting and Mining	0.1
Construction	5.2
Manufacturing	11.4
Wholesale trade	3.7
Retail trade	11.1
Transportation, Warehousing and Utilities	5.1
Information	3.6
Finance, Insurance, Real Estate, and Rental and Leasing	8.8
Professional, Scientific, Management, Administrative, and Waste Management Services	12.6
Educational, Health, and Social Services	19.4
Arts, Entertainment, Recreation, Accommodation, and Food Services	11.8
Other Services	3.6
Public Administration	3.6



ECONOMICS

Property Tax Rate

Primary	0.4897
Secondary	0.9103
Total	\$1.4000

% 2008-09 Secondary Assessed Value

Largest Property Taxpayers

Arizona Mills LLC	1.56%
Quest Corporation	0.99%
Arizona Public Service Company	0.82%
Tempe Fountainhead Corporate LLC	0.65%
Allied Signal, Inc.	0.55%
State Farm Mutual Automobile Insurance Company	0.55%
Freescale Semiconductor, Inc.	0.52%
Breof BNK 2 Southwest LLC	0.49%
St. Paul Properties Inc.	0.42%
Fly (CD) LLC/ AWHQ LLC	0.42%

City Sales Tax	1.8%
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Bond Rating

Fitch	AAA
Standard and Poor's	AAA
Moody's	Aa1

Police

Sworn Personnel	355
Non-Sworn Personnel	206
Total	561

Avg. Emergency Response Time (min.)	5:03
Crime Index (CY 2008)	11,154
Part I Crime Per 1,000 Capita (CY 2008)	65

Fire

Sworn Personnel	155
Non-Sworn Personnel	30
Total	185
Fire Stations	6
Avg. Emergency Response Time (min.)	4:22
Response to emergency medical incidents	15,199
Total number of calls	18,873

Solid Waste

Residential Accounts Serviced	32,898
Commercial Accounts Serviced	1,858
Solid Waste Collected (tons)	166,992

Water/Wastewater

Active Accounts Serviced	42,112
Water Treated (billions of gallons)	15.5
Sanitary Sewers (miles)	549



COMMUNITY COMPARISONS

Tempe is part of the greater Phoenix metropolitan area, which is the economic, political, and population center of the state. Popularly referred to as the Valley of the Sun, this area includes a number of adjacent communities with distinct municipal jurisdictions. The following section provides a perspective on the relative populations of the largest cities in the Valley as well as key comparative cost of service data. This information was obtained from city Budget Offices, as well as, printed and online budget documents.

Population (2005 Mid-Decade Census)		Operating Budget (FY 2009-10)	Million \$
Phoenix	1,475,834	Phoenix	3,140.2
Mesa	448,096	Mesa	798.6
Glendale	242,369	Chandler	797.9
Scottsdale	234,752	Scottsdale	509.6
Chandler	230,845	Glendale	483.4
Gilbert	173,072	Gilbert	411.9
Tempe	165,796	Tempe	404.4
Peoria	138,143	Peoria	335.6

Property Tax (as of July 1, 2009)	(per \$100 assessed Value)	Incorporated City Limits	sq. miles
Phoenix	\$1.82	Phoenix	515.0
Glendale	1.60	Scottsdale	185.0
Peoria	1.44	Peoria	170.5
Tempe	1.40	Mesa	132.7
Chandler	1.18	Chandler	63.3
Gilbert	1.15	Glendale	58.5
Scottsdale	0.74	Gilbert	58.0
Mesa	0.30	Tempe	40.1

Sales Tax (as of July 1, 2009)	
Glendale	2.20%
Phoenix	2.00%
Peoria	1.80%
Tempe	1.80%
Mesa	1.75%
Scottsdale	1.65%
Chandler	1.50%
Gilbert	1.50%

Personnel Summary



Department	2007-08 Actual			2008-09 Budget			2008-09 Revised			2009-10 Budget		
	Full Time	Perm FTE	Temp FTE	Full Time	Perm FTE	Temp FTE	Full Time	Perm FTE	Temp FTE	Full Time	Perm FTE	Temp FTE
Mayor and Council	7			7			7			7		
City Manager	3		0.50	3		0.50	3			3		
Diversity Program	4	0.50		4	0.50		4	0.50		3	0.50	
Internal Audit	4			4			4			4		
Community Relations	18		1.83	18		1.83	18		1.83	23		1.83
City Clerk	4		0.58	4		0.58	4		0.58	4		0.58
City Court	41	0.65	4.20	41	0.65	4.20	41	0.65	4.20	40	0.65	4.06
City Attorney	27	1.75	0.62	27	1.75	0.62	27	1.75	0.62	24	1.75	
Financial Services	70	0.50	1.25	71	0.50	1.25	71	0.50	1.25	73	0.50	0.63
Human Resources	22	0.50	2.00	23	0.50		23	0.50		23		
Information Technology	76			76			76			74		
Development Services	59		3.86	57		3.86	57		3.86	54		2.52
Police	567	0.50	9.25	573	0.50	6.25	574		6.25	561		6.25
Fire	186	1.00		186	1.00		186	1.00		184	1.00	
Community Services	106	10.65	113.14	107	10.65	114.54	107	10.65	114.54	104	8.40	99.96
Parks and Recreation	129	1.25	78.03	129	1.25	79.82	129	1.25	79.82	127	1.25	79.47
Community Development	54		8.09	54		8.09	54		8.09	51	1.60	6.49
Public Works	319	2.00	2.48	324	2.00	4.48	324	2.00	4.48	314	2.00	3.46
Water Utilities	135	1.50	1.47	140	1.50	1.47	141	0.50	1.47	138	1.00	0.49
Sub Total	1,831	20.80	227.30	1,848	20.80	227.49	1,850	19.30	226.99	1,811	18.65	205.74
Total Personnel		2,079.10			2,096.29			2,096.29			2,035.39	

The number of full-time employees for FY 2009-10 totals 2,035.39 full-time equivalents (FTE), including 1,811 full-time, 18.65 permanent full-time equivalents, and 205.74 temporary full-time equivalent employees. This total translates to a 3.0% decrease over the 2,096.29 full-time equivalents budgeted in FY 2008-09.

Police and Public Works personnel account for over 44% of the total work force, representing a total of 886.71 full-time equivalents in FY 2009-10.

Personnel Schedules



Cost Center	Position	2007-08 Actual	2008-09 Budget	2008-09 Revised	2009-10 Budget
1110	MAYOR & COUNCIL				
	Mayor	1	1	1	1
	Vice Mayor	1	1	1	1
	Council Member	5	5	5	5
	Total Full -Time				
	Mayor & Council Department Total Full-Time	7	7	7	7
1210	CITY MANAGER				
	City Manager	1	1	1	1
	Asst City Mgr	1	1	1	1
	Sr Exec Asst City Admin+	1	1	1	1
	Administrative Intern*	0.50	0.50	0	0
	City Manager Department Total Full-Time	3	3	3	3
	City Manager Department Total Temp FTE*	0.50	0.50	0.00	0.00
1212	DIVERSITY				
	Diversity Mgr	1	1	1	1
	Diversity Specialist	1	1	1	1
	Diversity Dept Liaison	1	1	1	0
	Administrative Assistant II+	1	1	1	1
	ADA Compliance Specialist**	0.50	0.50	0.50	0.50
	Diversity Department Total Full-Time	4	4	4	3
	Diversity Department Total Perm FTE**	0.50	0.50	0.50	0.50
1213	INTERNAL AUDIT				
	Internal Audit Mgr	1	1	1	1
	Internal Auditor	2	2	2	2
	Contract Administrator	1	1	1	1
	Internal Audit Department Total Full-Time	4	4	4	4
	COMMUNITY RELATIONS				
1219	Administration				
	Community Relations Mgr	1	1	1	1
	Mayor's Chief of Staff	1	1	1	1
	Sr Exec Asst City Admin+	2	2	2	2
	Sr Mayoral/City Council Aide+	4	4	4	4
	Administrative Assistant I+	1	1	1	1
	Administrative Intern*	0.49	0.49	0.49	0.49
	COE*	0.49	0.49	0.49	0.49
	Total Full-Time	9	9	9	9
	Total Temp FTE*	0.98	0.98	0.98	0.98



Cost Center	Position	2007-08 Actual	2008-09 Budget	2008-09 Revised	2009-10 Budget
1214	Communication & Media Relations				
	Community Relations Director				
	Comm and Media Relations Dir	1	1	1	1
	Media Svcs Admin	1	1	1	1
	Community Outreach Mktg Coord II+	0	0	0	1
	Community Relations Coord	2	2	2	2
	Management Assistant II	0	0	0	2
	<i>(1 position funded by Water/Wastewater fund; 1 position funded by Performing Arts fund)</i>				
	Media Svcs Producer II+	2	2	2	2
	Call Center Supervisor	0	0	0	1
	Media Services Assistant *	0.19	0.19	0.19	0.19
	Media Services Intern*	0.66	0.66	0.66	0.66
	Total Full-Time	6	6	6	10
	Total Temp FTE*	0.85	0.85	0.85	0.85
1215	Neighborhood Program				
	Neighbor Program Dir	1	1	1	1
	Neighborhood Svcs Spec	1	1	1	1
	Total Full-Time	2	2	2	2
1216	Government Relations				
	Government Relations Dir	1	1	1	1
	Total Full-Time	1	1	1	1
4418	Rio Salado Marketing				
	Community Relations Coord	0	0	0	1
	Total Full-Time	0	0	0	1
	Community Relations Department Total Full-Time	18	18	18	23
	Community Relations Department Total Temp FTE*	1.83	1.83	1.83	1.83
1310	CITY CLERK				
	City Clerk	1	1	1	1
	Dep City Clerk	1	1	1	1
	Executive Assistant	2	2	2	2
	COE *	0.58	0.58	0.58	0.58
	City Clerk Department Total Full-Time	4	4	4	4
	City Clerk Department Total Temp FTE*	0.58	0.58	0.58	0.58



Cost Center	Position	2007-08 Actual	2008-09 Budget	2008-09 Revised	2009-10 Budget
CITY COURT					
1410	Administration/Judicial Division				
	Presiding City Judge	1	1	1	1
	Court Mgr	1	1	1	1
	City Judge	2	2	2	2
	Court Commissioner	1	1	2	2
	Dep Court Manager	2	2	2	2
	(1 position funded by Court Enhancement Fund starting January 2010)				
	Hearing Officer	1	1	0	0
	Court Svcs Supvr	1	1	1	1
	Court Training Coord	1	1	1	0
	Court Interpreter	1	1	1	0
	Total Full-Time	11	11	11	9
1411	Criminal Division				
	Court Svcs Supvr	2	2	2	2
	Court Svcs Spec II+	9	9	9	9
	COE*	2.10	2.10	2.10	1.96
	Total Full-Time	11	11	11	11
	Total Temp FTE*	2.10	2.10	2.10	1.96
1412	Civil Division				
	Court Svcs Supvr	2	2	2	1
	Lead Court Svcs Spec	1	1	1	1
	Court Svcs Spec II+	16	16	16	14
	COE*	2.10	2.10	2.10	2.10
	Total Full-Time	19	19	19	16
	Total Temp FTE*	2.10	2.10	2.10	2.10
4720	Fill the Gap Fund				
	Court Interpreter	0	0	0	1
	Court Interpreter**	0.65	0.65	0.65	0.65
	Total Full-Time	0	0	0	1
	Total Perm FTE**	0.65	0.65	0.65	0.65
4730	Local JCEF				
	Court Svcs Supvr	0	0	0	1
	Court Svcs Spec II+	0	0	0	1
	Court Training Coord	0	0	0	1
	Total Full-Time	0	0	0	3
City Court Department Total Full-Time		41	41	41	40
City Court Department Total Perm FTE**		0.65	0.65	0.65	0.65
City Court Department Total Temp FTE*		4.20	4.20	4.20	4.06



Cost Center	Position	2007-08 Actual	2008-09 Budget	2008-09 Revised	2009-10 Budget
CITY ATTORNEY					
1710	Legal Services				
	City Attorney	1	1	1	1
	Dep City Attorney	2	2	2	2
	Sr Asst City Attorney	1	1	1	1
	Police Legal Advisor	1	1	1	1
	Asst City Attorney	9	9	9	8
	Paralegal II+	1	1	1	1
	Sr Exec Asst City Admin+	1	1	1	1
	Administrative Support Supvr	1	1	1	1
	Paralegal I+	1	1	1	1
	<i>(1 position 60% funded by General Fund / 40% by Victim's Rights Grants)</i>				
	Legal Specialist II+	1	1	1	1
	Legal Assistant	5	5	5	3
	Paralegal**	0.75	0.75	0.75	0.75
	Assistant City Attorney**	1.00	1.00	1.00	1.00
	Law Intern*	0.62	0.62	0.62	0.00
	Total Full-Time	24	24	24	21
	Total Perm FTE**	1.75	1.75	1.75	1.75
	Total Temp FTE*	0.62	0.62	0.62	0.00
3115	City Attorney/Water				
	Sr Asst City Attorney	1	1	1	1
	Asst City Attorney	1	1	1	1
	Legal Specialist II+	1	1	1	1
	Total Full-Time	3	3	3	3
	City Attorney Department Total Full-Time	27	27	27	24
	City Attorney Department Total Perm FTE**	1.75	1.75	1.75	1.75
	City Attorney Department Total Temp FTE*	0.62	0.62	0.62	0.00
FINANCIAL SERVICES					
1810	Administration				
	Financial Svcs Mgr	1	1	1	1
	Executive Assistant	1	1	1	1
	Total Full-Time	2	2	2	2
1812	Budget				
	Dep Financial Svcs Mgr	1	1	1	1
	Lead Budget & Finance Analyst	1	1	1	1
	Sr Budget & Finance Analyst+	2	2	2	2
	Total Full-Time	4	4	4	4
	Total Perm FTE**				



Cost Center	Position	2007-08 Actual	2008-09 Budget	2008-09 Revised	2009-10 Budget
1831	Accounting				
	Controller	1	1	1	1
	Accounting Supvr	1	1	1	1
	Financial Mgmt Accountant	1	1	1	1
	Payroll Supervisor	1	1	1	1
	Accountant	1	1	1	1
	Transportation Financial Analyst	0	0	0	1
	(Position funded by Transit)				
	Payroll Specialist	1	1	1	1
	Financial Svcs Tech II+	4	4	4	4
	Accounting Assistant*	0.63	0.63	0.63	0.63
	Total Full-Time	10	10	10	11
	Total Temp FTE*	0.63	0.63	0.63	0.63
1832	Tax and Licensing				
	Tax & License Admin	1	1	1	0
	License & Collections Supvr	1	1	1	1
	Tax Audit Supvr	1	1	1	1
	Tax Auditor II+	5	5	5	5
	Rental Property Specialist	0	1	1	1
	Specialty Licenses Coord	1	1	1	1
	Tax Analyst	1	1	1	1
	Revenue Compliance Officer II+	3	3	3	3
	Financial Svcs Tech II+	4	4	4	3
	Total Full-Time	17	18	18	16
1841	Customer Services				
	Dep Financial Svcs Mgr	1	1	1	1
	Customer Svcs Administrator	1	1	1	1
	Customer Svcs Office Supvr	1	1	1	1
	Customer Svcs Field Supvr	1	1	1	1
	Sr Financial Svcs Tech	1	1	1	1
	Financial Svcs Tech II+	8	8	8	8
	Water Meter Reader II+	7	7	7	7
	Water Meter Reader I+	1	1	1	1
	Total Full-Time	21	21	21	21
1851	Central Services/Purchasing				
	Central Svcs Administrator	1	1	1	1
	Procurement Officer	3	3	3	3
	Financial Svcs Tech II+	3	3	3	3
	Administrative Assistant II+	1	1	1	1
	Unclassified Temporary-Office*	0.62	0.62	0.62	0.00
	Total Full-Time	8	8	8	8
	Total Temp FTE*	0.62	0.62	0.62	0.00



Cost Center	Position	2007-08 Actual	2008-09 Budget	2008-09 Revised	2009-10 Budget
1852	Central Services/Duplicating & Supplies				
	Reprographics Supvr	2	2	2	2
	Reprographics Operator	1	1	1	1
	Distribution Clerk	1	1	1	1
	Total Full-Time	4	4	4	4
2621	Risk Management				
	Risk Mgr	1	1	1	1
	Safety & Risk Coord	1	1	1	0
	Risk Mgmt Claims Adjuster	1	1	1	1
	Risk Mgmt Spec	1	1	1	1
	Administrative Assistant II**	0.50	0.50	0.50	0.50
	Total Full-Time	4	4	4	3
	Total Perm FTE**	0.50	0.50	0.50	0.50
2613	Safety & Training				
	Safety & Risk Coord	0	0	0	1
	Industrial Hygienist	0	0	0	1
	Safety & Training Coord	0	0	0	2
	(A+D681II positions funded by the Water/Wastewater Fund)				
	Total Full-Time	0	0	0	4
Financial Services Department Total Full-Time		70	71	71	73
Financial Services Department Total Perm FTE**		0.50	0.50	0.50	0.50
Financial Services Department Total Temp FTE*		1.25	1.25	1.25	0.63
HUMAN RESOURCES					
1911	Human Resources -Administration				
	HR Mgr	1	1	1	1
	Dep HR Mgr	1	1	1	1
	HR Administrator	1	1	1	1
	Employee Benefits Admin	1	1	1	1
	Sr HR Analyst+	4	5	5	5
	Benefits Prog Coord	1	1	1	1
	HR Spec	2	2	2	2
	Executive Assistant	1	1	1	1
	Benefits Specialist	1	1	1	1
	HR Tech II+	5	5	5	5
	Human Resources Technician I/II+**	0.50	0.50	0.50	0.00
	Sr HR Analyst+*	1.00	0.00	0.00	0.00
	Administrative Assistant II+*	1.00	0.00	0.00	0.00
	Total Full-Time	18	19	19	19
	Total Perm FTE**	0.50	0.50	0.50	0.00
	Total Temp FTE*	2.00	0.00	0.00	0.00



Cost Center	Position	2007-08 Actual	2008-09 Budget	2008-09 Revised	2009-10 Budget
1920	Tempe Learning Center				
	Tempe Learning Center Director				
	Org Development Administrator	1	1	1	1
	Performance Mgmt Designer	1	1	1	1
	Sr Learning & Org Dev Assoc	2	2	2	2
	Total Full-Time	4	4	4	4
	Human Resources Department Total Full-Time	22	23	23	23
	Human Resources Department Total Perm FTE**	0.50	0.50	0.50	0.00
	Human Resources Department Total Temp FTE*	2.00	0.00	0.00	0.00
INFORMATION TECHNOLOGY					
1981	Information Technology/Administration				
	Information Technology Manager	1	0	0	0
	Deputy Information Tech Manager	2	0	0	0
	Executive Assistant	1	0	0	0
	Total Full-Time	4	0	0	0
1982	Information Technology/Customer Support				
	PC Services Supervisor	1	0	0	0
	Sr. PC Services Consultant	2	0	0	0
	PC Services Consultant I/II+	5	0	0	0
	Total Full-Time	8	0	0	0
1983	Information Technology/Technical Services				
	Systems and Network Supervisor	1	0	0	0
	Data Center & Network Operations Supervisor	1	0	0	0
	Sr. Enterprise Network Engineer	2	0	0	0
	Sr. Tech Support Analyst	2	0	0	0
	Enterprise Network Engineer I/II+	5	0	0	0
	Technical Support Analyst	4	0	0	0
	Production Control Coordinator	1	0	0	0
	Sr. Data Center Support Specialist	1	0	0	0
	Data Center Support Specialist	3	0	0	0
	Total Full-Time	20	0	0	0



Cost Center	Position	2007-08 Actual	2008-09 Budget	2008-09 Revised	2009-10 Budget
1984	Information Technology/Application Services				
	Applications Supervisor	1	0	0	0
	IT Project Coordinator	1	0	0	0
	Business Analyst	8	0	0	0
	(1 position funded by Water/Wastewater)				
	Database Administrator	3	0	0	0
	Webmaster	2	0	0	0
	IT Support Analyst Supervisor	1	0	0	0
	Sr. Programmer Analyst	11	0	0	0
	(1 position funded by Water/Wastewater)				
	Programmer Analyst I/II+	5	0	0	0
	IT Training Coordinator	1	0	0	0
	IT Support Analyst I/II+	5	0	0	0
	Total Full-Time	38	0	0	0
1985	Information Technology/Telecommunications				
	Telecommunications Operations Supervisor	1	0	0	0
	Sr. Management Assistant	1	0	0	0
	Sr. Communication Network Technician	1	0	0	0
	Lead Enterprise Network Engineer	1	0	0	0
	Communication Network Technician	2	0	0	0
	Total Full-Time	6	0	0	0
1991	Administration				
	IT Mgr	0	1	1	1
	Dep IT Mgr	0	2	2	2
	Sr Mgmt Asst	0	1	1	1
	Executive Assistant	0	1	1	1
	Total Full-Time	0	5	5	5
1992	PC Services				
	PC Svcs Supvr	0	1	1	1
	Sr PC Svcs Conslt	0	2	2	1
	PC Svcs Consultant II+	0	5	5	1
	Total Full-Time	0	8	8	3
1993	Network Operations				
	Network Ops Supvr	0	1	1	1
	Sr Enterprise Network Eng	0	2	2	2
	Enterprise Network Eng II+	0	5	5	5
	Lead Enterprise Network Tech	0	1	1	1
	Enterprise Network Tech II+	0	3	3	2
	Total Full-Time	0	12	12	11



Cost Center	Position	2007-08 Actual	2008-09 Budget	2008-09 Revised	2009-10 Budget
1994	Application Services				
	Applications Dir	0	1	1	1
	IT Support Analyst Supvr	0	1	1	0
	Business Analyst	0	8	8	8
	(1 position funded by Water/Wastewater)				
	IT Project Mgr	0	2	2	2
	Database Administrator	0	3	3	3
	Webmaster	0	2	2	2
	Sr Programmer Analyst	0	11	11	11
	(1 position funded by Water/Wastewater)				
	Programmer Analyst II+	0	5	5	5
	(1 position funded by Water/Wastewater)				
	IT Trng Coord	0	1	1	1
	IT Support Analyst II+	0	4	4	0
	Eng GIS Supvr	0	0	0	1
	Total Full-Time	0	38	38	34
1995	System Administration				
	Systems Admin Supvr	0	1	1	1
	Sr Technical Support Analyst	0	2	2	1
	Technical Support Analyst II+	0	4	4	4
	Total Full-Time	0	7	7	6
1996	Data Center & Network Operations				
	Sr Data Center Support Spec	0	1	1	1
	Data Center Support Spec	0	3	3	3
	Production Control Coord	0	1	1	1
	Data Center & Net Ops Supvr	0	1	1	1
	Total Full-Time	0	6	6	6
1997	Customer Support				
	IT Support Analyst Supvr	0	0	0	1
	IT Support Analyst II+	0	0	0	3
	Sr PC Svcs Conslt	0	0	0	1
	PC Svcs Consultant II+	0	0	0	4
	Total Full-Time	0	0	0	9
Information Technology Department Total Full-Time		76	76	76	74
DEVELOPMENT SERVICES					
2710	Development Services - Administration				
	Development Svcs Mgr	1	1	1	1
	Management Assistant II+	1	1	1	1
	Executive Assistant	1	1	1	1
	Total Full-Time	3	3	3	3



Cost Center	Position	2007-08 Actual	2008-09 Budget	2008-09 Revised	2009-10 Budget
2721	Building Safety and Permits				
	Dep Dev Svcs Mgr-Bldg Safe Per	1	1	1	1
	Plan Review Administrator	1	1	1	1
	Bldg Inspection Admin	1	1	1	1
	Development Project Coord	1	1	1	1
	Sr Plan Check Engineer+	6	6	6	6
	Sr Bldg Inspector	1	1	1	1
	Management Assistant II+	1	0	0	0
	Bldg Code Complaint Invest	1	1	1	0
	Plans Examiner	1	1	1	1
	Permit Center Supervisor	1	1	1	1
	Bldg Inspector II+	8	8	8	8
	Code Inspector II+	1	1	1	1
	Development Svcs Spec II+	6	6	6	6
	Administrative Assistant II+	4	4	4	4
	Building Inspector I/II+ *	2.00	2.00	2.00	0.66
	Total Full-Time	34	33	33	32
	Total Temp FTE*	2.00	2.00	2.00	0.66
2731	Planning				
	Dep Dev Svcs Mgr-Planning	1	1	1	1
	Code Enforcement Administrator	1	1	1	1
	Principal Planner	2	2	2	2
	Sr Planner	6	6	6	5
	Planner II+	5	4	4	4
	Sr Code Inspector Spec	1	1	1	1
	Code Inspector II+	3	3	3	3
	Administrative Assistant II+	3	3	3	2
	COE*	1.86	1.86	1.86	1.86
	Total Full-Time	22	21	21	19
	Total Temp FTE*	1.86	1.86	1.86	1.86
Development Services Department Total Full-Time		59	57	57	54
Development Services Department Total Temp FTE*		3.86	3.86	3.86	2.52



Cost Center	Position	2007-08 Actual	2008-09 Budget	2008-09 Revised	2009-10 Budget
POLICE					
2210	Office of the Chief				
	Police Chief	1	1	1	1
	Assistant Police Chief	1	1	1	1
	Fiscal/Research Administrator	1	1	1	0
	Police Plan & Research Supvr	1	1	1	0
	Tactical Intel Crime Analyst Supvr	1	1	1	0
	Sergeant	1	1	1	1
	Management Assistant II+	2	2	2	0
	Community Affairs Spec	1	1	1	1
	Police Officer	1	1	1	1
	Crime Analyst II	4	4	4	0
	Executive Assistant	1	1	1	1
	Alarm Coordinator	1	1	1	0
	Administrative Assistant II+	3	3	3	1
	Crime AnalysisTech	1	1	1	0
	Total Full-Time	20	20	20	7
2222	RICO				
	Police Officer - CIB Detective	1	1	1	1
	Total Full-Time	1	1	1	1
2231	Detention Facility				
	Detention Admin	1	1	1	1
	Detention Section Admin	1	1	1	1
	Detention Supervisor	6	6	6	6
	Detention Officer+	24	24	24	24
	Total Full-Time	32	32	32	32
2232	Communications Bureau				
	Division Commander				
	Communications Administrator	1	1	1	1
	Communications Deputy Administrator	1	1	1	0
	Communications Supervisor	6	6	6	7
	Communications Dispatcher II	37	37	37	37
	Administrative Assistant II+	1	1	1	1
	Police Communications Dispatcher I/II+*	3.00	0	0	0
	(3.0 FTE positions funded for FY07/08)				
	Total Full-Time	46	46	46	46
	Total Temp FTE*	3.00	0	0	0



Cost Center	Position	2007-08 Actual	2008-09 Budget	2008-09 Revised	2009-10 Budget
2233	Records Bureau				
	Technical Svcs Bureau Admin	1	1	1	1
	Police Records Section Admin	1	1	1	1
	Police Records Supvr	3	3	3	3
	Administrative Assistant II+	1	1	1	1
	Records Clerk II	17	17	17	15
	Records Clerk I	8	8	8	8
	COE*	1.00	1.00	1.00	1.00
	Total Full-Time	31	31	31	29
	Total Temp FTE*	1.00	1.00	1.00	1.00
2235	Identification Unit				
	Identification Supervisor	1	1	1	1
	Identification Technician	5	5	5	5
	Fingerprint Technician	2	2	2	2
	Total Full-Time	8	8	8	8
2236	Crime Prevention				
	Sergeant	1	1	1	1
	Police Officer	4	4	4	4
	Crime Prevention Spec	0	2	2	2
	Crime Free Multi-Housing Coordinator	1	0	0	0
	Administrative Assistant II+	1	1	1	1
	Total Full-Time	7	8	8	8
2239	Homeland Security				
	Commander	1	1	1	1
	Sergeant	1	1	1	1
	Police Officer	3	3	3	3
	Total Full-Time	5	5	5	5
2241	Investigations/Criminal Investigations				
	Assistant Police Chief	1	1	1	1
	Commander	1	1	1	1
	Lieutenant	0	2	2	2
	Sergeant	7	7	7	7
	Police Officer	41	41	41	41
	Administrative Support Supvr	1	1	1	1
	Community Service Officer	3	3	3	2
	Investigative Assistant	3	3	3	2
	Administrative Assistant II+	1	1	1	1
	COE*	1.26	1.26	1.26	1.26
	Total Full-Time	58	60	60	58
	Total Temp FTE*	1.26	1.26	1.26	1.26



Cost Center	Position	2007-08 Actual	2008-09 Budget	2008-09 Revised	2009-10 Budget
2242	Investigations/Traffic Investigations				
	Lieutenant	1	1	1	1
	Sergeant	5	5	5	5
	Police Officer	23	23	23	23
	Administrative Assistant II+	2	2	2	2
	Traffic Enforcement Aide	7	7	7	5
	Total Full-Time	38	38	38	36
2243	SEU				
	Commander	1	1	1	0
	Sergeant	5	5	5	5
	Police Officer	21	21	23	23
	(1 position is a Senior Intelligence Officer)				
	Criminal Intelligence Analyst	1	1	1	1
	Community Service Officer	1	1	0	0
	Community Service Officer	1	1	0	0
	Administrative Assistant II+	1	1	1	1
	Total Full-Time	31	31	31	30
2248	Downtown Unit				
	Commander	1	1	1	1
	Sergeant	3	3	3	3
	Police Officer	13	13	15	15
	Licensing Spec	1	1	1	1
	Administrative Assistant II+	1	1	1	1
	Total Full-Time	19	19	21	21
2251	Administration				
	Assistant Police Chief	1	1	1	1
	Commander	1	1	1	0
	Lieutenant	2	2	2	2
	Sergeant	8	8	9	9
	Polygraph Examiner II+	3	3	3	3
	(1 position sworn, 2 non-sworn)				
	Management Assistant II+	1	1	1	1
	Police Officer	7	7	6	6
	Policy Procedures Officer	1	1	1	1
	Community Affairs Specialist	0	0	1	1
	Volunteer Coordinator	1	1	1	1
	Police Support Svcs Spec	1	1	1	1
	Administrative Assistant II+	1	1	1	1
	COE*	0.70	0.70	0.70	0.70
	Total Full-Time	27	27	28	27
	Total Temp FTE*	0.70	0.70	0.70	0.70



Cost Center	Position	2007-08 Actual	2008-09 Budget	2008-09 Revised	2009-10 Budget
2257	Property Unit				
	Property Supervisor	1	1	1	1
	Property Technician	5	5	5	5
	Total Full-Time	6	6	6	6
2259	Office of Mgmt/Budget Research				
	Fiscal/Research Administrator	0	0	0	1
	Police Plan & Research Supvr	0	0	0	1
	Tactical Crim Intel Analyst Suprv	0	0	0	1
	Management Assistant II+	0	0	0	2
	Crime Analyst II+	0	0	0	4
	Alarm Coord	0	0	0	1
	Crime Analysis Tech	0	0	0	1
	Administrative Assistant II+	0	0	0	2
	Total Full-Time	0	0	0	13
2271	Patrol-Administration				
	Assistant Police Chief	1	1	1	1
	Sergeant	2	2	1	1
	Lieutenant	1	2	2	2
	Police Officer	1	1	1	1
	Administrative Assistant II+	4	4	4	4
	Police Reserves*	0.16	0.16	0.16	0.16
	Service Aide*	2.50	2.50	2.50	2.50
	COE*	0.63	0.63	0.63	0.63
	Total Full-Time	9	10	9	9
	Total Temp FTE*	3.29	3.29	3.29	3.29
2272	Patrol				
	Commander	3	3	3	3
	Sergeant	24	24	24	24
	Lieutenant	2	5	5	6
	Police Officer	148	148	147	147
	Community Service Officer	11	10	10	10
	Total Full-Time	188	190	189	190
2273	City Security Team				
	Sergeant	1	1	1	1
	(Funded by Rio Salado Fund)				
	Park Ranger	9	9	9	2
	Total Full-Time	10	10	10	3



Cost Center	Position	2007-08 Actual	2008-09 Budget	2008-09 Revised	2009-10 Budget
2274	Recruits				
	Police Officer	8	8	7	7
	(4 Police Officers non-recurring through FY 05-06)				
	Total Full-Time	8	8	7	7
2209	Vehicle Impound				
	Vehicle Impound Specialist	2	2	2	2
	Records Clerk II	0	0	0	1
	Administrative Assistant I/II+	0	0	1	1
	Administrative Assistant I/II+**	0.50	0.50	0.00	0.00
	(All positions funded by Vehicle Impound Revenue)				
	Total Full-Time	2	2	3	4
	Total Perm FTE**	0.50	0.50	0.00	0.00
3912	PD - EVBO & Maintenance Facility				
	Security Officer	2	2	0	0
	(All positions funded by Transit Fund)				
	Total Full-Time	2	2	0	0
3913	PD - Security Transportation Center				
	Sergeant	1	1	1	1
	Security Officer	5	5	7	7
	(All positions funded by Transit Fund)				
	Total Full-Time	6	6	8	8
4416	Rio Salado - Sworn				
	Police Officer	5	5	5	5
	(All positions funded by Rio Salado Fund)				
	Total Full-Time	5	5	5	5
4417	Rio Salado - Park Rangers				
	Park Ranger	8	8	8	8
	(All positions funded by Rio/CFD Fund)				
	Total Full-Time	8	8	8	8
Police Department Total Full-Time		567	573	574	561
Police Department Total Perm FTE**		0.50	0.50	0.00	0.00
Police Department Total Temp FTE*		9.25	6.25	6.25	6.25



Cost Center	Position	2007-08 Actual	2008-09 Budget	2008-09 Revised	2009-10 Budget
FIRE					
2310	Administration				
	Fire Chief	1	1	1	1
	Asst Fire Chief	1	1	1	2
	Fire Deputy Chief	4	4	4	3
	Fire Budget / Finance Supvr	1	1	1	1
	Executive Assistant	1	1	1	1
	Administrative Assistant I/II+	0	0	0	1
	Total Full-Time	8	8	8	9
2330	Fire Prevention				
	Asst Fire Chief	1	1	1	1
	Fire Inspector II+	8	8	8	6
	Fire Education Spec	2	2	2	2
	Administrative Assistant II+	1	1	1	1
	Total Full-Time	12	12	12	10
2332	Tempe County Island Fire District				
	Fire Inspector II+	0	0	0	1
	<i>(Position funded by Tempe County Island Fire District for FY09/10 only)</i>				
	Total Full-Time	0	0	0	1
2340	Fire Emergency Services				
	Fire Captain	35	35	35	33
	Fire Eng	36	36	36	36
	Firefighter+	74	74	74	74
	Total Full-Time	145	145	145	143
2350	Training/Professional Development				
	Fire Deputy Chief	1	1	1	1
	Fire Captain Paramedic-Assign	1	1	1	1
	Administrative Assistant II+	1	1	1	1
	Total Full-Time	3	3	3	3
2363	Fire Apparatus Maintenance				
	Sr Fire Mechanic	1	1	1	1
	Fire Mechanic	1	1	1	1
	Fire Svcs Inventory Tech**	0.50	0.50	0.50	0.50
	Total Full-Time	2	2	2	2
	Total Perm FTE**	0.50	0.50	0.50	0.50



Cost Center	Position	2007-08 Actual	2008-09 Budget	2008-09 Revised	2009-10 Budget
2361	Support Services - Administration				
(2364)	Fire Deputy Chief	1	1	1	1
	Fire Svcs Inventory Tech	2	2	2	2
	Service Aide **	0.50	0.50	0.50	0.50
	Total Full-Time	3	3	3	3
	Total Perm FTE**	0.50	0.50	0.50	0.50
2370	Medical Services				
	Fire Deputy Chief	1	1	1	1
	Fire Captain Paramedic-Assign	1	1	1	1
	EMS Coord	1	1	1	1
	Total Full-Time	3	3	3	3
2374	Ambulance Operations				
	Medical Transp Contract Coord	1	1	1	1
	Paramedic	6	6	6	6
	(Positions funded by ambulance provider)				
	Total Full-Time	7	7	7	7
2380	Special Operations				
	Fire Deputy Chief	1	1	1	1
	Hazardous Material Prog Spec	1	1	1	1
	Fire Captain Paramedic-Assign	1	1	1	1
	Total Full-Time	3	3	3	3
Fire Department Total Full-Time		186	186	186	184
Fire Department Total Perm FTE**		1.00	1.00	1.00	1.00
COMMUNITY SERVICES					
2410	Administration				
	Community Svcs Mgr	1	1	1	1
	(Position 15% funded by Performing Arts Fund starting FY08/09)				
	Sr Social Svcs Coord+	1	1	1	1
	Management Assistant II+	1	1	1	1
	Unclassified Temporary*	0.52	0.52	0.52	0.52
	Total Full-Time	3	3	3	3
	Total Temp FTE*	0.52	0.52	0.52	0.52



Cost Center	Position	2007-08 Actual	2008-09 Budget	2008-09 Revised	2009-10 Budget
2440	Library				
	Dep Comm Svcs Mgr-Library	1	1	1	1
	Library Supvr	4	4	4	4
	Sr Social Svcs Coord+	1	1	1	1
	Librarian I/II+	11	11	11	11
	Library Ops Supvr	1	1	1	1
	Circulation Svcs Coord	1	1	1	1
	Library Spec II+	9	9	9	9
	Administrative Assistant II+	1	1	1	1
	Library Asst	5	5	5	5
	Librarian I/II+**	0.50	0.50	0.50	0.50
	Library Spec II+**	1.00	1.00	1.00	1.00
	Library Assistant**	2.50	2.50	2.50	2.50
	Unclassified Temp - Office*	9.84	9.84	9.84	7.44
	Total Full-Time	34	34	34	34
	Total Perm FTE**	4.00	4.00	4.00	4.00
	Total Temp FTE*	9.84	9.84	9.84	7.44
2486	Social Services/Administration				
	Dep Comm Svcs Mgr-Soc Svcs	1	1	1	1
	Community Svcs Supvr	1	1	1	1
	Administrative Assistant II+	3	3	3	3
	Administrative Assistant II+**	1.00	1.00	1.00	1.00
	Unclassified Temporary*	0.85	0.85	0.85	0.85
	Total Full-Time	5	5	5	5
	Total Perm FTE**	1.00	1.00	1.00	1.00
	Total Temp FTE*	0.85	0.85	0.85	0.85
2451	Social Services/Diversion				
	Social Svcs Supvr	1	1	1	1
	Social Svcs Counselor II+	3	3	3	3
	Social Services Counselor**	0.65	0.65	0.65	0.65
	Diversion Counselor*	0	0.40	0.40	0.00
	Home Detention Monitor*	0	0.20	0.20	0.00
	Administrative Assistant+*	0	0.80	0.80	0.43
	Total Full-Time	4	4	4	4
	Total Perm FTE**	0.65	0.65	0.65	0.65
	Total Temp FTE*	0.00	1.40	1.40	0.43



Cost Center	Position	2007-08 Actual	2008-09 Budget	2008-09 Revised	2009-10 Budget
2457	Social Services/KID ZONE				
	Kid Zone Prog Admin	1	1	1	1
	Community Svcs Supvr	0	0	1	1
	Sr Social Svcs Coord+	5	5	4	4
	Social Services Specialist	5	5	5	5
	Asst Recreation Coord	9	9	9	7
	Asst Recreation Coord (Program Manager)**	3.00	3.00	3.00	0.75
	Unclassified Temporary*	65.93	65.93	65.93	58.60
	Total Full-Time	20	20	20	18
	Total Perm FTE**	3.00	3.00	3.00	0.75
	Total Temp FTE*	65.93	65.93	65.93	58.60
2485	Social Services/Partnerships				
	Social Svcs Supvr	2	2	2	2
	Sr Social Svcs Coord+	2	2	2	2
	Social Svcs Counselor II+	1	1	1	1
	Crisis Intervention Spec	3	3	3	3
	Unclassified Temporary *	7.43	7.43	7.43	3.60
	Total Full-Time	8	8	8	8
	Total Temp FTE*	7.43	7.43	7.43	3.60
2487	Social Services/Escalante				
	Social Svcs Administrator	1	1	1	1
	Sr Social Svcs Coord+	4	4	4	4
	Social Svcs Coord+	0	0	0	0
	Assistant Recreation Coordinator	0	0	0	0
	Administrative Assistant II+	1	1	1	1
	Social Services Coordinator**	0.75	0.75	0.75	0.75
	Administrative Assistant II+**	0.75	0.75	0.75	0.75
	Unclassified Temporary*	7.28	7.28	7.28	7.28
	Total Full-Time	6	6	6	6
	Total Perm FTE**	1.50	1.50	1.50	1.50
	Total Temp FTE*	7.28	7.28	7.28	7.28
2415	Social Services/North Side Multigenerational Center				
	Sr Social Svcs Coord+	2	2	2	2
	Administrative Assistant II+	1	1	1	1
	Total Full-Time	3	3	3	3



Cost Center	Position	2007-08 Actual	2008-09 Budget	2008-09 Revised	2009-10 Budget
2481	Cultural Services - Administration				
	Dep Comm Svcs Mgr-Cultural Svc	1	1	1	1
	(50% funded by General Fund, 50% by Performing Arts Fund)				
	Arts Administrator	1	1	1	1
	Arts Coord	2	2	2	2
	(Funded by Percent for the Arts Program starting FY08/09)				
	Administrative Assistant II+	1	1	1	1
	(20% funded by Percent for the Arts Program starting FY08/09)				
	Recreation Leader III*	0.95	0.95	0.95	0.95
	Recreation Leader IV*	0.36	0.36	0.36	0.36
	Unclassified Temporary*	6.01	6.01	6.01	6.01
	Total Full-Time	5	5	5	5
	Total Temp FTE*	7.32	7.32	7.32	7.32
2484	Historical Museum				
	Museum Administrator	1	1	1	1
	Sr Museum Curator+	4	4	4	4
	Museum Registrar	1	1	1	1
	Administrative Assistant II+	1	1	1	1
	Museum Aide**	0.50	0.50	0.50	0.50
	Unclassified Temp - Office*	0.70	0.70	0.70	0.65
	Total Full-Time	7	7	7	7
	Total Perm FTE**	0.50	0.50	0.50	0.50
	Total Temp FTE*	0.70	0.70	0.70	0.65
3610	Performing Arts - Administration				
	Cultural Facilities Admin	1	1	1	1
	Management Assistant II+	1	1	1	0
	Arts Coordinator (Community Outreach)	1	1	1	1
	Arts Coordinator (Production)	1	1	1	1
	Arts Coordinator (Gallery)	1	1	1	1
	Arts Coordinator (Patron & Client Services)	1	1	1	1
	Facility Automation Tech	0	0	0	0
	Arts Specialist (Production)	2	2	2	2
	Arts Specialist (Box Office)	1	1	1	1
	Arts Spec	0	1	1	1
	Administrative Assistant II+	1	1	1	1
	Box Office Assistant	1	1	1	1
	Custodian	0	0	0	0
	Unclassified Temp*	13.27	13.27	13.27	13.27
	Total Full-Time	11	12	12	11
	Total Temp FTE*	13.27	13.27	13.27	13.27
Community Services Department Total Full-Time		106	107	107	104
Community Services Department Total Perm FTE**		10.65	10.65	10.65	8.40
Community Services Department Total Temp FTE*		113.14	114.54	114.54	99.96



Cost Center	Position	2007-08 Actual	2008-09 Budget	2008-09 Revised	2009-10 Budget
PARKS AND RECREATION					
2511	Rolling Hills Golf Course				
	P&G Course Maint Coord	1	1	1	1
	P&G Mechanic	1	1	1	1
	Sprinkler Sys Maint Wkr II+	1	1	1	1
	Equip Operator II	1	1	1	1
	Groundskeeper I/II+	4	4	4	4
	Equip Operator I	1	1	1	1
	Groundskeeper I/II*	1.07	1.07	1.07	1.07
	Total Full-Time	9	9	9	9
	Total Temp FTE*	1.07	1.07	1.07	1.07
2512	Ken McDonald Golf Course				
	P&G Course Supvr	1	1	1	1
	P&G Course Maint Coord	1	1	1	1
	P&G Mechanic	1	1	1	1
	Sprinkler Sys Maint Wkr II+	1	1	1	1
	Equip Operator II	1	1	1	1
	Groundskeeper I/II+	6	6	6	6
	Equip Operator I	1	1	1	1
	Groundskeeper I/II*	1.35	1.35	1.35	1.35
	Total Full-Time	12	12	12	12
	Total Temp FTE*	1.35	1.35	1.35	1.35
2521	Parks & Recreation - Administration				
	Parks & Rec Mgr	1	1	1	1
	Dep Parks Rec Mgr - Rec Svcs	2	2	2	2
	P&G Course Supvr	1	1	1	1
	Sr Recreation Coord+	1	1	1	1
	(Position funded by CIP starting FY09/10)				
	Sr Mgmt Asst	1	1	1	1
	Executive Assistant	1	1	1	1
	Asst Recreation Coord	1	1	1	1
	Administrative Assistant II+	2	2	2	2
	Unclassified Temporary*	0.22	0.22	0.22	1.22
	Total Full-Time	10	10	10	10
	Total Temp FTE*	0.22	0.22	0.22	1.22
2522	Special Events				
	Parks & Rec Admin	1	1	1	1
	Sr Recreation Coord+	2	2	2	2
	Recreation Leader*	1.00	1.00	1.00	1.00
	Unclassified Temporary*	1.18	1.18	1.18	1.18
	Total Full-Time	3	3	3	3
	Total Temp FTE*	2.18	2.18	2.18	2.18



Cost Center	Position	2007-08 Actual	2008-09 Budget	2008-09 Revised	2009-10 Budget
2523	Senior Adults				
	Sr Recreation Coord+	2	2	2	2
	Asst Recreation Coord	1	1	1	1
	Administrative Assistant II	1	1	1	1
	Unclassified Temporary*	2.87	2.87	2.87	2.87
	Total Full-Time	4	4	4	4
	Total Temp FTE*	2.87	2.87	2.87	2.87
2524	Special Interest and Boating				
	Parks & Rec Admin	1	1	1	1
	Sr Recreation Coord+	2	2	2	2
	Recreation Leader III*	1.93	1.93	1.93	1.93
	Unclassified Temporary*	4.72	4.72	4.72	4.72
	Total Full-Time	3	3	3	3
	Total Temp FTE*	6.65	6.65	6.65	6.65
2525	Adult Sports				
	Sr Recreation Coord+	1	1	1	1
	Unclassified Temporary*	3.84	3.84	3.84	3.84
	Total Full-Time	1	1	1	1
	Total Temp FTE*	3.84	3.84	3.84	3.84
2526	Youth Sports				
	Parks & Rec Admin	1	1	1	1
	Sr Recreation Coord+	2	2	2	2
	Unclassified Temporary*	3.89	3.89	3.89	3.89
	Total Full-Time	3	3	3	3
	Total Temp FTE*	3.89	3.89	3.89	3.89
2527	Facility Resources				
	Sr Recreation Coord+	1	1	1	1
	Unclassified Temporary*	4.10	4.10	4.10	4.10
	Total Full-Time	1	1	1	1
	Total Temp FTE*	4.10	4.10	4.10	4.10
2529	Diablo Stadium				
	Sr Recreation Coord+	1	1	1	1
	Unclassified Temporary*	2.41	2.41	2.41	2.41
	Total Full-Time	1	1	1	1
	Total Temp FTE*	2.41	2.41	2.41	2.41



Cost Center	Position	2007-08 Actual	2008-09 Budget	2008-09 Revised	2009-10 Budget
2531	Kiwanis Recreation Center				
	Parks & Rec Admin	1	1	1	1
	Sr Recreation Coord+	3	3	3	3
	Administrative Assistant II+	2	2	2	2
	Administrative Assistant II+**	0.75	0.75	0.75	0.75
	Recreation Leader I*	0.75	0.75	0.75	0.75
	Recreation Worker*	0.50	0.50	0.50	0.50
	Unclassified Temporary*	18.50	20.29	20.29	20.29
	Total Full-Time	6	6	6	6
	Total Perm FTE**	0.75	0.75	0.75	0.75
	Total Temp FTE*	19.75	21.54	21.54	21.54
2532	Kiwanis Concessions				
	Unclassified Temporary*	1.99	1.99	1.99	1.99
	Total Temp FTE*	1.99	1.99	1.99	1.99
2533	Aquatics				
	Sr Recreation Coord+	1	1	1	1
	Swimming Pool Maint Mechanic	1	1	1	1
	Swimming Pool Maint Tech	1	1	1	1
	Unclassified Temporary*	18.08	18.08	18.08	16.73
	Total Full-Time	3	3	3	3
	Total Temp FTE*	18.08	18.08	18.08	16.73
2534	Adapted Recreation				
	Sr Recreation Coord+	1	1	1	1
	Total Full-Time	1	1	1	1
2535	Kiwanis Batting Cage				
	Sr Recreation Coord+	1	1	1	1
	Unclassified Temp*	2.41	2.41	2.41	2.41
	Total Full-Time	1	1	1	1
	Total Temp FTE*	2.41	2.41	2.41	2.41
2536	Boating Programs				
	Sr Recreation Coord+	1	1	1	1
	Asst Recreation Coord	1	1	1	1
	Total Full-Time	2	2	2	2
2537	Community Outreach/Marketing				
	Parks & Rec Admin	1	1	1	1
	Comm Outreach/Mktg Coord II+	1	1	1	0
	Total Full-Time	2	2	2	1



Cost Center	Position	2007-08 Actual	2008-09 Budget	2008-09 Revised	2009-10 Budget
4411	Rio Salado Special Events				
	Asst Recreation Coord	1	1	1	1
	(Position funded by Rio Salado Fund)				
	Total Full-Time	1	1	1	1
4412	Rio Salado Events Marketing				
	Asst Recreation Coord	1	1	1	1
	(Position funded by Rio Salado Fund)				
	Total Full-Time	1	1	1	1
2551	Sports Complex Maintenance				
	Sr Groundskeeper	1	1	1	1
	Groundskeeper I/II+	2	2	2	2
	Total Full-Time	3	3	3	3
	Total Temp FTE*				
2553	Diablo Stadium Maintenance				
	P&G Course Supvr	1	1	1	1
	P&G Course Maint Coord	1	1	1	1
	Sr Groundskeeper	1	1	1	1
	Sprinkler Sys Maint Wkr II+	1	1	1	1
	Groundskeeper I/II+	5	5	5	5
	Groundskeeper*	0.56	0.56	0.56	0.56
	Total Full-Time	9	9	9	9
	Total Temp FTE*	0.56	0.56	0.56	0.56
2555	Landscape Maintenance				
	P&G Course Supvr	1	1	1	1
	Total Full-Time	1	1	1	1
2556	North Parks				
	P&G Course Supvr	1	1	1	1
	P&G Course Maint Coord	3	3	3	2
	Parks Fac Maint Wkr II+	1	1	1	1
	P&G Mechanic	1	1	1	1
	Sprinkler Sys Maint Wkr II+	3	3	3	3
	Equip Operator II	2	2	2	2
	Sr Groundskeeper	1	1	1	1
	Pest Control Technician	2	2	2	2
	Groundskeeper I/II+	7	7	7	7
	Equip Operator I	1	1	1	1
	Groundskeeper*	1.75	1.75	1.75	1.75
	Unclassified Temporary*	1.67	1.67	1.67	1.67
	Total Full-Time	22	22	22	21
	Total Temp FTE*	3.42	3.42	3.42	3.42



Cost Center	Position	2007-08 Actual	2008-09 Budget	2008-09 Revised	2009-10 Budget
2558	Cemetery Maintenance				
	Groundskeeper II+	1	1	1	1
	Total Full-Time	1	1	1	1
2559	South Parks				
	P&G Course Supvr	1	1	1	1
	Parks Fac Maint Wkr II+	1	1	1	1
	P&G Course Maint Coord	4	4	4	4
	Sr Groundskeeper	1	1	1	1
	Equip Operator II	4	4	4	4
	Sprinkler Sys Maint Wkr II+	3	3	3	3
	Pest Control Technician	2	2	2	2
	Groundskeeper I/II+	5	5	5	5
	Groundskeeper*	0.87	0.87	0.87	0.87
	Unclassified Temporary*	0.83	0.83	0.83	0.83
	Total Full-Time	21	21	21	21
	Total Temp FTE*	1.70	1.70	1.70	1.70
3310	Cemetery Administration				
	Executive Assistant	1	1	1	1
	Groundskeeper I+	1	1	1	1
	Executive Assistant**	0.50	0.50	0.50	0.50
	Total Full-Time	2	2	2	2
	Total Perm FTE**	0.50	0.50	0.50	0.50
3611	Tempe Arts Park				
	Sr Groundskeeper	1	1	1	1
	Groundskeeper II+	1	1	1	1
	Unclassified Temporary*	1.44	1.44	1.44	1.44
	(All positions funded by Performing Arts Fund)				
	Total Full-Time	2	2	2	2
	Total Temp FTE*	1.44	1.44	1.44	1.44
4414	Rio Salado Maintenance				
	P&G Course Maint Coord	1	1	1	1
	Groundskeeper II+	1	1	1	1
	Groundskeeper*	0.10	0.10	0.10	0.10
	(All positions funded by Rio Salado/CFD Fund)				
	Total Full-Time	2	2	2	2
	Total Temp FTE*	0.10	0.10	0.10	0.10



Cost Center	Position	2007-08 Actual	2008-09 Budget	2008-09 Revised	2009-10 Budget
4415	Rio Salado - Ent. Zone				
	Groundskeeper I/II+	2	2	2	2
	(Positions funded by Rio/CFD fund)				
	Total Full-Time	2	2	2	2
Parks & Recreation Department Total Full-Time		129	129	129	127
Parks & Recreation Department Total Perm FTE**		1.25	1.25	1.25	1.25
Parks & Recreation Department Total Temp FTE*		78.03	79.82	79.82	79.47
COMMUNITY DEVELOPMENT					
2810	Community Development - Admin				
	Community Development Mgr	1	1	1	1
	(Position 33% funded by Federal Grants starting FY08/09)				
	Principal Architect	1	1	1	1
	Sr Architect+	1	1	1	1
	Technology Development Spec	1	1	1	1
	Economic Development Spec	1	1	1	1
	Neighbor Enhance Prog Coord	1	1	1	1
	Executive Assistant	1	1	1	0
	Administrative Assistant II+	1	1	1	1
	COE*	1.00	1.00	1.00	1.00
	Total Full-Time	8	8	8	7
	Total Temp FTE*	1.00	1.00	1.00	1.00
2811	Neighborhood Enhancement				
	Code Enforcement Administrator	1	1	1	1
	Sr Code Inspector Spec	1	1	1	1
	Code Inspector II+	8	8	8	8
	Administrative Assistant II+	1	1	1	1
	Unclassified Temporary*	5.00	5.00	5.00	5.00
	Total Full-Time	11	11	11	11
	Total Temp FTE*	5.00	5.00	5.00	5.00
2812	Redevelopment/Special Projects				
	Dep Comm Dev Mgr - Redev & Rev	1	1	1	0
	(50% funded by Federal Grants)				
	Principal Planner	2	2	2	2
	(1 position funded by Federal Grant through FY07/08)				
	Sr Planner	3	3	3	3
	(1 position funded by Federal Grant through FY07/08)				
	Planner II+	3	3	3	3
	Total Full-Time	9	9	9	8



Cost Center	Position	2007-08 Actual	2008-09 Budget	2008-09 Revised	2009-10 Budget
2814	Neighborhood Enhancement				
	Homeless Outreach Coordinator**	0	0	0	1.60
	Unclassified Temporary*	1.60	1.60	1.60	0.00
	Total Perm FTE**	0	0	0	1.60
	Total Temp FTE*	1.60	1.60	1.60	0.00
2859-	Housing Services Division				
2870	Housing Svcs Administrator	1	1	1	1
2770-	Housing Services Supvr	1	1	1	1
2779	Affordable Housing Services Supvr	1	1	1	1
	Accountant	1	1	1	1
	Homeless Coordinator	1	1	1	1
	Affordable Housing Rehabilitation Specialist	2	2	2	2
	Family Self Sufficiency Spec	2	2	2	2
	Housing Services Spec II+	6	6	6	6
	Administrative Assistant II+	2	2	2	2
	Total Full-Time	17	17	17	17
4410	Community Development - Rio Salado Administration				
	Dep Comm Dev Mgr - Econ Dev	1	1	1	1
	Rio Salado Mgr	1	1	1	1
	Rio Salado Financial Analyst	1	1	1	1
	Sr Planner	1	1	1	1
	Administrative Project Coord	1	1	1	0
	Community Relations Coord	1	1	1	0
	Administrative Assistant II+	1	1	1	1
	COE*	0.49	0.49	0.49	0.49
	Total Full-Time	7	7	7	5
	Total Temp FTE *	0.49	0.49	0.49	0.49
4413	Community Development - Rio Salado Operations				
	Administrative Project Coordinator	0	0	0	1
	Administrative Assistant II+	2	2	2	2
	Total Full-Time	2	2	2	3
	Rio Salado Division Total Full-Time	9	9	9	8
	Rio Salado Division Total Temp FTE*	0.49	0.49	0.49	0.49
	Community Development Department Total Full-Time	54	54	54	51
	Community Development Department Total Perm FTE**	0.00	0.00	0.00	1.60
	Community Development Department Total Temp FTE*	8.09	8.09	8.09	6.49



Cost Center	Position	2007-08 Actual	2008-09 Budget	2008-09 Revised	2009-10 Budget
PUBLIC WORKS					
3210	Administration				
	PW Mgr	1	1	1	1
	Sr Mgmt Asst	1	1	1	1
	Executive Assistant	1	1	1	1
	COE*	0.49	0.49	0.49	0.49
	Total Full-Time	3	3	3	3
	Total Temp FTE*	0.49	0.49	0.49	0.49
3221	Engineering/Admin. Support/Contract Admin.				
	Dep PW Mgr-Engineering	1	1	1	1
	Eng Contract Compl Auditor	1	1	1	1
	(1 position funded by Transit)				
	Eng Services Administrator	1	1	1	1
	Contract Administrator	1	1	1	1
	Eng Contract Svcs Spec II+	2	2	2	2
	Total Full-Time	6	6	6	6
3222	Engineering/Private Development and Utility				
	Asst City Engineer	1	1	1	1
	Sr Civil Engineer+	2	2	2	2
	Eng Permit Inspection Supvr	1	1	1	1
	Util Infrastructure Supvr	1	1	1	1
	Sr Eng Associate+	5	5	5	5
	Eng Tech II+	1	1	1	1
	Total Full-Time	11	11	11	11
3223	Engineering/Capital Improvements				
	Principal Civil Engineer	2	2	2	3
	(1 Position funded by Transit starting FY09/10)				
	Sr Civil Engineer+	3	3	3	3
	(1 Position funded by Water/Wastewater, 1 position funded by Transit)				
	Sr Construction Project Mgr	1	1	1	1
	(1 Position funded by Water/Wastewater)				
	Sr Eng Associate+	4	4	4	3
	Total Full-Time	10	10	10	10



Cost Center	Position	2007-08 Actual	2008-09 Budget	2008-09 Revised	2009-10 Budget
3225	Engineering/Information & Technical Services				
	Eng Services Administrator	1	1	1	0
	Eng GIS Supvr	1	1	1	0
	Real Estate Prog Coord	2	2	2	2
	GIS Coord	1	1	1	1
	Sr Eng Associate+	1	1	1	1
	GIS Analyst+	2	2	2	2
	(1 position funded by Water/Wastewater starting FY09/10)				
	Eng Tech II+	2	2	2	2
	Survey Tech II+	1	1	1	1
	Total Full-Time	11	11	11	9
	Admin & Engineering Division Total Full-Time	41	41	41	39
	Admin & Engineering Division Total Temp FTE*	0.49	0.49	0.49	0.49
3231	Field Operations/Administration				
	Sr Mgmt Asst	1	0	0	0
	Administrative Assistant II+	1	0	0	0
	Total Full-Time	2	0	0	0
3241	Field Operations/Facility Maintenance Administration				
	Facility Maintenance Dir	1	1	1	1
	Sr Mgmt Asst	1	1	1	0
	Fac Maint Supvr	2	2	2	2
	Fac Automation Technician	1	1	1	1
	Bldg Tech Spec	0	1	1	0
	Bldg Equip Tech II+	15	14	14	13
	Fac Electrician	1	1	1	1
	Administrative Assistant II+	1	1	1	1
	Sr Mgmt Asst**	0	0	0	0.50
	Building Equipment Technician I/II+ **	0.50	0.50	0.50	0.00
	Total Full-Time	22	22	22	19
	Total Perm FTE**	0.50	0.50	0.50	0.50
3271	Field Services/Custodial 1				
	Custodial Svcs Supt	1	1	1	1
	Custodial Supvr	1	1	1	3
	Administrative Assistant II+	1	1	1	1
	Custodial Team Leader	1	1	1	4
	Custodian	8	8	8	30
	Total Full-Time	12	12	12	39



Cost Center	Position	2007-08 Actual	2008-09 Budget	2008-09 Revised	2009-10 Budget
3272	Field Services/Custodial 2				
	Custodial Supvr	1	1	1	0
	Custodial Team Leader	1	1	1	0
	Custodian	7	7	7	0
	Total Full-Time	9	9	9	0
3273	Field Services/Custodial 3				
	Custodial Supvr	1	1	1	0
	Custodial Team Leader	1	1	1	0
	Custodian	9	9	9	0
	Total Full-Time	11	11	11	0
3274	Field Services/Custodial 4				
	Custodial Supvr	1	1	1	0
	Custodial Team Leader	1	1	1	0
	Custodian	9	9	9	0
	Custodian*	0.49	0.49	0.49	0.00
	Total Full-Time	11	11	11	0
	Total Temp FTE*	0.49	0.49	0.49	0.00
3612	TCA Facility Management				
	Fac Automation Technician	1	1	1	1
	Bldg Equip Tech II+	1	1	1	1
	TCA Maint Supvr	1	1	1	1
	TCA Maint Worker	6	6	6	6
	(All positions funded by Performing Arts Fund)				
	Total Full-Time	9	9	9	9
3712	Field Services/Solid Waste Support Services				
	Solid Waste Svcs Supt	1	1	1	1
	Sr Mgmt Asst	0	1	1	0
	Solid Waste/Recycling Supvr	1	1	1	1
	Solid Waste Inspector	2	3	3	3
	Administrative Assistant II+	1	2	2	2
	Total Full-Time	5	8	8	7
3713	Field Services/Solid Waste Residential Refuse				
	Solid Waste/Recycling Supvr	1	1	1	1
	Solid Waste Equip Oper II+	19	19	19	19
	Total Full-Time	20	20	20	20



Cost Center	Position	2007-08 Actual	2008-09 Budget	2008-09 Revised	2009-10 Budget
3714	Field Services/Solid Waste Commercial Refuse				
	Solid Waste/Recycling Supvr	1	1	1	1
	Sr Equip Operator	3	3	3	3
	Solid Waste Equip Oper II+	13	14	14	14
	Total Full-Time	17	18	18	18
3715	Field Services/Roll Off Tilt Frame				
	Solid Waste Equip Oper II+	3	3	3	3
	Total Full-Time	3	3	3	3
3716	Field Services/Solid Waste Support Services				
	Solid Waste Equip Spec	4	4	4	4
	Wash Bay Attendant**	0.50	0.50	0.50	0.50
	Total Full-Time	4	4	4	4
	Total Perm FTE**	0.50	0.50	0.50	0.50
3717	Solid Waste Ed & Community Outreach				
	Sr Mgmt Asst	0	0	0	1
	Total Full-Time	0	0	0	1
3718	Field Services/Solid Waste Uncontained Refuse				
	Solid Waste/Recycling Supvr	1	1	1	1
	Solid Waste Equip Oper II+	15	15	15	15
	Total Full-Time	16	16	16	16
3720	Hazardous Material Safety				
	Environmental Hlth & Sfty Supv	0	0	0	1
	Hazardous Material Safety Spec	0	0	0	1
	HPCC Interns*	0.00	0.00	0.00	0.98
	<i>(All positions funded by the Water/Wastewater fund)</i>				
	Total Full-Time	0	0	0	2
	Total Temp FTE*	0.00	0.00	0.00	0.98
Field Services Division Total Full-Time		141	143	143	138
Field Services Division Total Perm FTE**		1.00	1.00	1.00	1.00
Field Services Division Total Temp FTE*		0.49	0.49	0.49	1.47
3261	Fleet Services/Fleet Management				
	Fleet Director	1	1	1	1
	Fleet Analyst	1	1	1	1
	Auto Parts Supvr	1	1	1	1
	Equip Control Coord	1	1	1	1
	Fleet Parts Spec	3	3	3	3
	Administrative Assistant II+	1	1	1	0
	Parts Messenger*	0.50	0.50	0.50	0.50
	Total Full-Time	8	8	8	7
	Total Temp FTE*	0.50	0.50	0.50	0.50



Cost Center	Position	2007-08 Actual	2008-09 Budget	2008-09 Revised	2009-10 Budget
3262	Fleet Services/Fleet Maintenance				
	Fleet Supvr	3	3	3	3
	Sr Fleet Equip Mechanic	3	3	3	3
	Equip Mechanic	14	14	14	14
	<i>(1 position funded by Solid Waste starting January 2010)</i>				
	Fleet Paint & Body Tech	1	1	1	1
	Equip Svcs Wkr II	4	4	4	4
	Total Full-Time	25	25	25	25
	Fleet Services Division Total Full-Time	33	33	33	32
	Fleet Services Division Total Temp FTE*	0.50	0.50	0.50	0.50
3813	Streets & Traffic Operations/Street Maintenance				
	Street Maintenance Supt	1	1	1	1
	Sr Civil Engineer+	1	1	1	1
	Sr Eng Associate+	0	1	1	1
	Streets Supervisor	1	1	1	1
	Streets Maint Team Leader	3	3	3	3
	Street Maint Equip Operator II	19	19	19	15
	<i>(2 positions funded by Solid Waste for Alley Management Program)</i>				
	Equip Operator I	0	0	0	4
	<i>(4 positions funded by Water/Wastewater for Street sweeping-storm water program)</i>				
	Administrative Assistant II+	1	1	1	1
	Total Full-Time	26	27	27	27
3814	Street & Traffic Operations/Right-of-Way				
	Streets Maint Team Leader	1	1	1	1
		1	1	1	1
3821	Streets & Traffic Operations/Administration				
	Dep PW Mgr-Field Ops	1	1	1	1
	Dep PW Mgr - Admin & Cust Svcs	1	1	1	1
	Total Full-Time	2	2	2	2
3822	Transportation/Studies & Design				
	Traffic Eng	1	1	1	1
	Intelligent Trans System Coord	1	1	1	1
	Sr Civil Engineer+	4	4	4	3
	Traffic Control Barricade Supvr	0	0	0	1
	Traffic Engineering Analyst	2	2	2	2
	Sr Traffic Eng Tech+	2	2	2	2
	Administrative Assistant II+	1	1	1	1
	Total Full-Time	11	11	11	11



Cost Center	Position	2007-08 Actual	2008-09 Budget	2008-09 Revised	2009-10 Budget
3823	Streets & Traffic Operations/Operations				
	Traffic Operations Supt	1	1	1	1
	Sr Sign Tech	1	1	1	1
	Traffic Operations Crew Leader	2	2	2	2
	Traffic Operations Support Spec	1	1	1	1
	Sign Tech	1	1	1	1
	Transportation Wkr II+	4	4	4	4
	Total Full-Time	10	10	10	10
3824	Streets & Traffic Operations/Street Lighting				
	Management Assistant II+	1	1	1	1
	Lighting Systems Coord	1	1	1	1
	Total Full-Time	2	2	2	2
3825	Streets and Traffic Operations/Signal System				
	Traffic Signal Supervisor	1	1	1	1
	Traffic Signal Svcs Crew Lead	1	1	1	1
	Traffic Signal Tech II+ (1 position funded by Transit)	3	3	4	4
	Traffic Signal Tech Crew Lead	1	1	1	1
	Traffic Signal Svcs Wkr II+	4	4	4	4
	Underground Util Coord	1	1	1	1
	Unclassified Temporary*	0	2	2	0
	Total Full-Time	11	11	12	12
	Total Temp FTE*	0.00	2.00	2.00	0.00
3911	Transportation/Transit				
	Dep PW Mgr-Transit & Transport	1	1	1	1
	Transportation Financial Anlst	1	1	1	0
	Management Assistant II+	1	1	1	1
	Transportation Support Spec	1	1	1	1
	Administrative Assistant II+	1	1	1	1
	Administrative Assistant I/II+ *	1.00	1.00	1.00	1.00
	Total Full-Time	5	5	5	4
	Total Temp FTE*	1.00	1.00	1.00	1.00
3914	Transit Operations				
	Transit Administrator	1	1	1	1
	Transportation Fac Supvr	1	1	1	1
	Sr Transportation Planner	0	0	0	1
	Sr Transit Operations Coord	1	1	1	1
	Transit Operations Coord II+	2	2	2	2
	Bldg Equip Tech II+	1	1	1	1
	Custodian	2	3	3	3
	Total Full-Time	8	9	9	10



Cost Center	Position	2007-08 Actual	2008-09 Budget	2008-09 Revised	2009-10 Budget
3915	Transportation/Transit Store				
	Bldg Equip Tech II+	2	2	2	2
	Lead Transit Store Tech	1	1	1	1
	Financial Svcs Tech II+	1	1	1	1
	Custodian	3	3	3	3
	Financial Svcs Tech I/II+**	1	1	1	1
	Total Full-Time	7	7	7	7
	Total Perm FTE**	1	1	1	1
3916	Marketing and Public Information				
	Community Outreach Mktg Supvr	1	1	1	1
	Comm Outreach/Mktg Coord II+	2	2	2	2
	Total Full-Time	3	3	3	3
3917	Transportation/Bus Stop Maintenance				
	Transportation Wkr II+	5	5	5	5
	Total Full-Time	5	5	5	5
3921	CP/EV Light Rail Project				
	Dep PW Mgr - LRT	1	1	1	1
	Principal Civil Engineer	1	1	1	0
	Sr Mgmt Asst	1	1	1	1
	Sr Transportation Planner+	1	1	1	1
	LRT Transportation Planner	1	1	1	0
	Management Assistant II+	1	1	1	1
	Sr Traffic Eng Tech+	1	1	1	1
	Traffic Signal Tech II+	0	1	0	0
	Total Full-Time	7	8	7	5
3922	Transportation Systems				
	Sr Civil Engineer+	1	1	1	1
	ITS Network Engineer	1	1	1	1
	Total Full-Time	2	2	2	2
3923	Operations/Transportation				
	Principal Planner	2	2	2	2
	Sr Transportation Planner+	2	2	2	2
	Total Full-Time	4	4	4	4
Transportation Division Total Full-Time		104	107	107	105
Transportation Division Total Perm FTE**		1.00	1.00	1.00	1.00
Transportation Division Total Temp FTE**		1.00	3.00	3.00	1.00
Public Works Department Total Full-Time		319	324	324	314
Public Works Department Total Perm FTE**		2.00	2.00	2.00	2.00
Public Works Department Total Temp FTE*		2.48	4.48	4.48	3.46



Cost Center	Position	2007-08 Actual	2008-09 Budget	2008-09 Revised	2009-10 Budget
WATER UTILITIES					
3002	Water Utilities - Administration				
	Water Utilities Mgr	1	1	1	1
	Dep Water Util Mgr-Operations	1	1	1	2
	Principal WUD Planning Eng	1	1	1	1
	Water Util Administrator	1	1	1	1
	Planning & Research Analyst^	1	1	1	1
	Environment Quality Spec	1	1	1	0
	Management Assistant II+	1	1	1	0
	Eng Tech II+	1	1	1	1
	Executive Assistant	0	0	0	1
	Administrative Assistant II+	2	2	2	3
	Administrative Assistant II+**	0	0	0	0.50
	COE*	0.49	0.49	0.49	0.49
	Total Full-Time	10	10	10	11
	Total Perm FTE**	0	0	0	0.50
	Total Temp FTE*	0.49	0.49	0.49	0.49
3003	Water Utilities Warehouse				
	Warehouse Supvr	1	1	1	1
	Water Inventory Svcs Spec	1	1	1	1
	Inventory Services Specialist**	0.50	0.50	0.00	0.00
	Total Full-Time	2	2	2	2
	Total Perm FTE**	0.50	0.50	0.00	0.00
3004	Water Utilities Security				
	WUD Security Coordinator	1	1	1	1
	WUD Security Officer	2	3	3	3
	Water Utility Security Guard**	0.50	0.50	0.50	0.50
	Total Full-Time	3	4	4	4
	Total Perm FTE**	0.50	0.50	0.50	0.50
3011	Water Quality - Administration				
	Plant Operations Admin	1	1	1	1
	Total Full-Time	1	1	1	1
3012	Control Center Operations				
	Control Center Supvr	1	1	1	1
	Instrument & Cntrl Tech (SBP)	1	1	1	1
	Control Center Operator	4	4	4	4
	Total Full-Time	6	6	6	6



Cost Center	Position	2007-08 Actual	2008-09 Budget	2008-09 Revised	2009-10 Budget
3013	Johnny G. Martinez Water Plant				
	Plant Team Leader	1	1	1	1
	Instrument & Cntrl Tech (SBP)	1	1	1	1
	Plant Electrician (SBP)	1	1	1	1
	Plant Mechanic+ (SBP)	2	2	2	2
	Plant Operator I/II+ (6 SBP)	8	8	8	7
	(1 position funded through FY 08/09 only)				
	Plant Ops & Maint Trainee+	0	0	0	1
	Total Full-Time	13	13	13	13
3014	South Tempe Water Plant				
	Plant Team Leader	1	1	1	1
	Instrument & Cntrl Tech (SBP)	1	1	1	1
	Plant Electrician (SBP)	1	1	1	1
	Plant Mechanic+ (SBP)	2	2	2	2
	Plant Operator I/II+ (4 SBP)	6	6	6	5
	(1 position funded through FY 08/09 only)				
	Plant Ops & Maint Trainee+	0	0	0	1
	Total Full-Time	11	11	11	11
3021	Distribution System Services - Administration				
	Transmission & Collection Admn	1	1	1	1
	Total Full-Time	1	1	1	1
3022	Distribution System Maintenance				
	Util Svcs Supvr	1	1	1	1
	Util Svcs Team Leader	1	1	1	1
	Util Svcs Tech II+ (SBP)	10	10	10	10
	Administrative Assistant II+	0	0	1	1
	Total Full-Time	12	12	13	13
3024	Irrigation				
	Irrigation Supvr	1	1	1	1
	Irrigator	7	7	7	7
	Total Full-Time	8	8	8	8
3025	Technical Support Team				
	GIS Coord	0	1	1	1
	GIS Tech+	0	1	1	1
	CMMS Tech II+	4	4	4	4
	TV Truck Tech	2	2	2	2
	Underground Util Coord	2	2	2	2
	Administrative Assistant II+	1	1	1	1
	Total Full-Time	9	11	11	11



Cost Center	Position	2007-08 Actual	2008-09 Budget	2008-09 Revised	2009-10 Budget
3027	Environmental Services				
	Environmental Serv Admin	1	1	1	1
	Environmental Program Supvr	1	1	1	1
	Environment Quality Spec	3	3	3	4
	Water Quality Specialist	0	0	1	1
	Cross Connec Control Supvr	1	1	1	1
	Cross Connec Control Inspector	1	1	1	1
	Administrative Assistant II+**	0.5	0.5	0.0	0.0
	Total Full-Time	7	7	8	9
	Total Perm FTE**	0.5	0.5	0.0	0.0
3028	Environmental - Wastewater				
	Environmental Compliance Supvr	1	1	1	1
	Environmental Compl Insp II+	6	7	7	7
	Environmental Tech II+	4	4	4	4
	Administrative Assistant II+	2	2	2	2
	Total Full-Time	13	14	14	14
3029	Environmental Health & Services				
	Environmental Hlth & Sfty Supv	1	1	1	0
	Industrial Hygienist	1	1	1	0
	Hazardous Material Safety Spec	1	1	1	0
	Wtr Util Dept Sfty & Trng Coor	2	2	2	0
	HPCC Interns*	0.98	0.98	0.98	0
	Total Full-Time	5	5	5	0
	Total Temp FTE*	0.98	0.98	0.98	0
3031	Wastewater Services - Administration				
	SROG Program Admin	1	1	1	1
	Total Full-Time	1	1	1	1
3033	Wastewater Utility Services				
	Util Svcs Team Leader	3	3	3	3
	Util Svcs Tech II+ (SBP)	8	8	8	8
	Total Full-Time	11	11	11	11
3034	Kyrene Water Reclamation Plant				
	Plant Team Leader	1	1	1	1
	Instrument & Cntrl Tech (SBP)	1	1	1	1
	Plant Electrician (SBP)	1	1	1	1
	Plant Mechanic+ (SBP)	2	2	2	2
	Plant Operator I/II+ (SBP)	2	2	2	2
	Total Full-Time	7	7	7	7



Cost Center	Position	2007-08 Actual	2008-09 Budget	2008-09 Revised	2009-10 Budget
3035	Field Facilities - Wastewater				
	Plant Team Leader	1	1	1	1
	Plant Mechanic+ (SBP)	2	2	2	2
	Total Full-Time	3	3	3	3
3041	Laboratory Services - Administration				
	Laboratory Supervisor	1	1	1	1
	Chemist II+	5	6	6	6
	Water Quality Specialist	1	1	0	0
	Administrative Assistant II+	1	1	1	1
	Total Full-Time	8	9	8	8
3051	Water Resources - Administration				
	Water Resources Admin	1	1	1	1
	Water Resources Hydrologist	1	1	1	1
	Total Full-Time	2	2	2	2
3052	Water Conservation				
	Water Conservation Coord	1	1	1	1
	Water Conservation Spec	1	1	1	1
	Total Full-Time	2	2	2	2
Water Utilities Department Total Full-Time		135	140	141	138
Water Utilities Department Total Perm FTE*		1.50	1.50	0.50	1.00
Water Utilities Department Total Temp FTE*		1.47	1.47	1.47	0.49
Grand Total Full-Time		1,831	1,848	1,850	1,811
Grand Total Perm FTE**		20.80	20.80	19.30	18.65
Grand Total Temp FTE*		227.30	227.49	226.99	205.74

****Permanent Full-Time Equivalent *Temporary Full-Time Equivalent ()Former Cost Center Number**



Grant Funded Personnel (Included in above totals)	2007-08 Revised	2008-09 Budget	2008-09 Revised	2009-10 Budget
City Attorney				
Legal Services (Victims Right Grant)	1	1	1	1
City Court	0	0	1	4
Community Development				
Redevelopment/Section 8 Housing	17	17	17	17
Redevelopment, Neighborhood Planning and Urban Design	2	0	0	0
Total	20	18	19	22
Police				
Grant Funded	1	1	1	1
Total	1	1	1	1
Grand Total	22	20	21	24

Personnel by Fund (Full-Time Only)	2007-08 Revised	2008-09 Budget	2008-09 Revised	2009-10 Budget
General Fund	1,390	1,387	1,387	1,337
Risk Management Fund	4	4	4	3
Special Revenue Funds				
HURF	57	58	58	58
Transit	51	53	53	53
Rio Salado/CFD	28	29	29	29
Performing Arts	22	23	23	23
CDBG/Section 8	19	17	17	17
Vehicle Impound	2	2	3	4
Ambulance Provider	0	7	7	7
Percent for the Arts	0	1	1	1
Capital Improvement Program	0	0	0	1
Fill the Gap Fund	0	0	0	1
Local JCEF	0	0	0	3
Tempe County Island Fire District	0	0	0	1
Enterprise Funds				
Golf	21	21	21	21
Cemetery	2	2	2	2
Water/Wastewater	168	173	174	179
Solid Waste	67	71	71	71
Grand Total	1,831	1,848	1,850	1,811



Accrual Basis - A basis of accounting in which transactions are recognized at the time they are incurred, as opposed to when cash is received or spent.

Adopted Budget - The financial plan of revenue and expenditures for a fiscal year as approved by the governing entity.

Annexation - Is the legal merging of some territory into another. A city might annex unincorporated areas or a county might annex other disputed territories. Also used to refer to mergers of countries.

Appropriation - An authorization made by the City Council which permits the City to incur obligations to make expenditures for specific purposes.

Assessed Valuation - A value that is established for real and personal property for use as a basis for levying property taxes (note: Property values are established by the County).

Asset - Resources owned or held by a government which have monetary value.

Available (Undesignated) Fund Balance - Refers to the funds remaining from the prior year which are available for appropriation and expenditure in the current year.

Balance Sheet - A financial statement showing the assets, liabilities, and net worth of an entity as of a specific date.

Balanced Budget - A balanced budget arises when the government entity estimates the same amount of money from revenue collection as it is appropriating for expenditures.

Benchmarking - The process of comparing a entities performance against the practices of other leading entities -in or outside of an industry -for the purpose of improving performance. Entities also benchmark internally by tracking and comparing past performance.

Bond - A written promise to pay a sum of money on a specific date at a specified interest rate. The interest payments and the repayment of the principal are detailed in a bond ordinance. The most common types of bonds are general obligation, revenue bonds, and special improvement district bonds. These are most frequently used to finance capital projects.

Bond Rating - Is the measure of the quality and safety of a bond. It indicates the likelihood that a debt issuer will be able to meet scheduled repayments, and dictates the interest rate paid.

Bond Refinancing - The payoff and re-issuance of

bonds, to obtain better interest rates and/or bond conditions.

Budget - A plan of financial operation for a specified period of time (fiscal year). The annual Budget authorizes, and provides the basis for control of, financial operations during the fiscal year.

Capital Budget - A Capital Budget is a separate budget from the operating budget. Items in the CIP are usually construction or renovation projects designed to improve the value of the government assets. Examples of capital improvement projects include new roads, sewer lines, buildings, recreational facilities and large scale remodeling. The City Council receives a separate document that details the CIP costs for the upcoming fiscal year.

Line-Item Budget - A budget that lists each expenditure category (salary, materials, telephone service, travel, etc.) separately, along with the dollar amount budgeted for each specified category.

Operating Budget - The portion of the budget that pertains to daily operations that provide basic governmental services. The operating budget contains appropriations for such expenditures as personnel, supplies, utilities, materials, travel, and fuel.

Performance Budget - A budget that focuses upon departmental goals and objectives rather than line items, programs, or funds. Workload and unit cost data are collected in order to assess the effectiveness and efficiency of services. Typical measures collected might include average emergency response time for fire or cost per man-hour of garbage collection.

Program Budget - A budget that focuses upon broad functions or activities of an agency or jurisdiction rather than upon its organizational budget units or object classes of expenditure. The City's programs: (1) General Services; (2) Development Services; (3) Public Safety; (4) Environmental Health; (5) Community Services; and (6) Public Transportation.

Budget Adjustment - A procedure to revise a budget appropriation either by City Council approval through the adoption of a supplemental appropriation ordinance for any interdepartmental or interfund adjustments or by City Manager authorization to adjust appropriations within a departmental budget.

Budget Calendar - The schedule of key dates or milestones which the City follows in the preparation,



adoption, and administration of the budget.

Budget Document - The instrument used by the budget-making authority to present a comprehensive financial program to the City Council.

Budget Group - A fun group of hard working employees responsible for budget preparation, benchmarking, forecasting, and financial analysis.

Budget Message - The opening section of the budget which provides the City Council and the public with a general summary of the most important aspects of the budget, changes from the current and previous fiscal years, and recommendations regarding the financial policy for the upcoming period.

Budgetary Basis - This refers to the form of accounting utilized throughout the budget process. These generally take one of three forms: GAAP, Cash, Modified Accrual or some type of statutory form budgets are adopted on a basis consistent with generally accepted accounting principles (GAAP) except that (a) encumbrances are considered to be an expenditure chargeable to appropriations, (b) no depreciation is budgeted for in enterprise funds, (c) investments in supply inventories and assets restricted for self-insurance purposes are not considered to be appropriable, (d) revenue accruing to sinking funds are not appropriable, and (e) contributions into sinking funds are budgeted, whereas disbursements from sinking funds are not budgeted. Unencumbered appropriations lapse at the close of the fiscal year.

Budgetary Control - The control or management of a governmental unit or enterprise in accordance with an approved budget for the purpose of keeping expenditures within the limitations of authorized appropriations and available revenue.

Capital Budget - The appropriation of bonds or other revenue for improvements to facilities and other infrastructure.

Capital Expenditures - Expenditures approved in the Capital Budget related to the acquisition, expansion or rehabilitation of an element of the government's physical plant.

Capital Improvements - The acquisition, expansion or rehabilitation of an element of the government's physical plant; sometimes referred to as infrastructure.

Capital Improvements Program - A plan for capital expenditures to provide long-lasting physical improvements to be incurred over a period of several future years. Tempe's City Charter requires annual submission of a five-year capital program for City Council approval.

Capital Outlay - Expenditures which result in the acquisition of or addition to fixed assets.

Cash Basis - A basis of accounting in which transactions are recognized only when cash is increased or decreased.

Community Development Block Grant (CDBG) - Program authorized by the Housing and Community Development Act of 1974 in place of several community development categorical grant programs. CDBG provides eligible metropolitan cities and urban counties (called "entitlement communities") with annual direct grants that they can use to revitalize neighborhoods, expand affordable housing and economic opportunities, and/or improve community facilities and services, principally to benefit low and moderate income persons.

Contingency - A budgetary reserve set aside for emergencies or unforeseen expenditures not otherwise budgeted.

Cost Center - An organizational budget/operating unit within each City division or department, i.e., Radio Maintenance is a cost center within the Communications Division.

Debt Management (Capacity) Plan - The City's basis to evaluate upcoming and future debt financing in relation to the impact the borrowing will have on the City's debt ratios and related to the City's credit position as determined by the major rating agencies.

Debt Ratios - Ratios which provide measure of assessing debt load and ability to repay debt which play a part in the determination of credit ratings. They are also used to evaluate the City's debt position over time and against its own standards and policies. The four major debt ratios used by the City are (1) Debt Per Capita; (2) Debt to Full Value; (3) Debt to Personal Income; and (4) Debt Services to Revenue.

Debt Service - The amount of interest and principal that a City must pay each year on net direct long-term debt plus the interest it must pay on direct short-term debt.

Direct Debt - The sum of the total bonded debt and any unfunded debt (e.g. short-term notes) of the City for which the City has pledged its "full faith and credit." It does not include the debt of overlapping jurisdictions.

Self-Supporting Debt - Debt for which the City has pledged a repayment source separate from its general tax revenue (e.g. water bond repaid from water utility income/special assessment bonds).



Outstanding Tax Supported Debt - Direct debt minus self-supporting debt. Debt for which the City has pledged a repayment from its secondary property taxes.

Overall Net Debt - Net direct debt plus overlapping debt.

Overlapping Debt - The City's proportionate share of the debt of other local overlapping governmental jurisdictions. The debt is generally apportioned based on relative assessed value.

Debt Service Fund Requirements - The amounts of revenue which must be provided for a Debt Service Fund so that all principal and interest payments can be made in full on schedule.

Deficit - The excess of an entity's liabilities over its assets or the excess of expenditures over revenue during a single accounting period.

Department - A major administrative division of the City which indicates overall management responsibility for an operation or a group of related operations within a functional area.

Department Goal - Specific intended result of a strategy; used interchangeably with objective. The term "goal" is used in a wide variety of ways in planning; e.g. as a strategic result or outcome; an objective, a measure, a target, etc.

Depreciation - Expiration in the service life of capital assets attributable to wear and tear, deterioration, action of the physical elements, inadequacy, or obsolescence.

Distinguished Budget Presentation Awards Program - A voluntary awards program administered by the Government Finance Officers Association to encourage governments to prepare effective budget documents.

Division - A group of homogeneous cost centers within a department, i.e., all traffic engineering, traffic operations and transit cost centers make up the Transportation Division within the Public Works Department.

Effective Measure - Degree to which an activity or initiative is successful in achieving a specified goal. Also, the degree to which activities of a unit achieve the unit's mission or goal.

Efficiency Measure - Degree of capability or productivity of a process, such as the number of cases closed per year or tasks accomplished per unit cost.

Encumbrance - The legal commitment of appropriated funds to purchase an item or service. To encumber funds means to set aside or commit funds for a future expenditure.

Estimated Revenue - The amount of projected revenue to be collected during the fiscal year.

Expenditure/Expense - This term refers to the outflow of funds paid for an asset obtained or goods and services obtained.

Fiscal Year - The time period designated by the City signifying the beginning and ending period for recording financial transactions. The City of Tempe has specified July 1 to June 30 as its fiscal year.

Fixed Assets - Assets of long-term character which are intended to continue to be held or used, such as land, buildings, machinery, furniture and other equipment.

Franchise Fees - Annual fees paid by utilities (electricity, telephone, cable TV, natural gas) for the use of the city's public rights-of-way, or that are granted a service monopoly that is regulated by the city (garbage collection). The franchise fee is typically a set percentage of gross revenue within the city.

Full Faith and Credit - A pledge of a government's taxing power to repay debt obligations.

Full-Time Equivalent (FTE) - There are three types of classifications: (1) Full-time - works 40 hrs/week (full-time) and is benefitted; (2) Permanent FTE - works more than 19.5 hours per week and less than 40 hrs/week, is not seasonal, is not of specific limited duration, and is not for educational training; and (3) Temporary FTE - works less than 40 hrs/week, is seasonal, and is of specific limited duration, or is for educational training.

Fund - A set of inter-related accounts to record revenue and expenditures associated with a specific purpose. Fund structure consists of Governmental Funds (e.g., General Fund, Special Revenue Fund, Debt Service Fund), Proprietary Funds, and Fiduciary Funds (See previous section on "Financial Structure and Operations" for complete description of funds).

Governmental Funds

Capital Projects Fund - Capital Projects Funds are used to account for financial resources to be used for the acquisition or construction of major capital facilities (other than those financed by Proprietary Funds and Trust Funds).

Debt Service Fund - Debt Service Funds are set up to receive dedicated revenue used to make principal and interest payments on City debt.



They are used to account for the accumulation of resources for, and the payment of, general obligation and special assessment debt principal, interest and related costs, except the debt service accounted for in the Special Revenue Funds, and Enterprise Funds.

General Fund - The General Fund is the general operating fund of the City. It is used to account for all activities of the City not accounted for in some other fund.

Special Revenue Fund - Special Revenue Funds are set up as accounts for Federal or State grants legally restricted to expenditures for specific purposes. Our Special Revenue Funds include the Highway User Fund, the Local Transportation Assistance Fund, the Performing Arts Fund, the Community Development Fund, and the Housing Assistance Fund.

Proprietary Funds

Enterprise Funds - Enterprise Funds are used to account for operations including debt service (a) that are financed and operated in a manner similar to private businesses - where the intent of the government body is that the costs (expenses, including depreciation) of providing goods or services to the general public on a continuing basis is financed or recovered primarily through user charges; or (b) where the governing body has determined that periodic determination of revenue earned, expenses incurred, and/or net income is appropriate for capital maintenance, public policy, management control accountability, or other purposes. Our Enterprise Funds include the Water and Wastewater Fund, the Solid Waste Fund, the Cemetery Fund and the Golf Course Fund.

Fund Balance - The difference between revenue and expenditures. The beginning fund balance represents the residual funds brought forward from the previous year (ending balance).

General Governmental Revenue - The revenue of a government other than those derived from and retained in an enterprise fund. General Governmental revenue include those from the General, Debt Service, and Special Revenue Funds.

General Obligation Bonds - Bonds that finance a variety of public projects such as streets, buildings, and improvements; the repayment of these bonds is usually made from secondary property taxes, and these bonds are backed by the "full faith and credit" of the issuing government.

Generally Accepted Accounting Principles (GAAP)
- Uniform minimum standards for financial accounting

and recording, encompassing the conventions, rules, and procedures that define accepted accounting principles.

Goal - A long-term, attainable target for an organization—its vision of the future.

Governmental Accounting Standards Board (GASB) - An accounting standards board formed in 1984 by the Financial Accounting Foundation (FAF) to develop accounting standards for state and local governmental entities.

Grant - A contribution by the State or Federal government or other organization to support a particular function. Grants may be classified as either categorical or block depending upon the amount of discretion allowed the grantee.

Highway User Revenue Fund (HURF) - Special revenue fund to account for the receipts and expenditures of highway user monies. Arizona cities/towns are entitled to receive a portion of the highway user revenue collected by the state. The highway user revenue consist of the gasoline and diesel fuel taxes as well as other transportation related fees. One half of the money is distributed on the basis of the population of an incorporated city/town as a percentage of the total of all incorporated cities/towns in the state. The remaining half of the money is distributed based on the level of gasoline sales in the county in which the municipality is located and the population of each city or town in the county. Highway user revenue funds may only be used for street and highway purposes.

HOME - The largest federal block grant to State and local governments designed exclusively to create affordable housing for low income households.

Indirect Cost - A cost necessary for the functioning of the organization as a whole, but which cannot be directly assigned, such as administrative support, facility maintenance or custodial services.

Infrastructure - The basic facilities, services, and installations needed for the functioning of a community or society, such as transportation and communications systems, water and power lines, and public institutions including schools, post offices, and prisons.

Interfund Transfer - The movement of monies between funds of the same governmental entity.

Intergovernmental Revenue - Funds received from federal, state and other local government sources in the form of grants, shared revenue, and payments in lieu of taxes.



Internal Services Charges - The charges to user departments for internal services provided by another government agency, such as data processing, fleet services and communications.

Liability - Amounts owed for items received, services rendered, expenses incurred, assets acquired, construction performed, and amounts received but not as yet earned.

Local Transportation Assistance Fund (LTAF) - Special revenue fund to account for the receipts and expenditures associated with LTAF monies. This state shared revenue is generated by the state lottery. Distribution is based upon the population of the city/town in relation to the total population of all cities/towns. Each city/town is entitled to receive a minimum of \$10,000. A maximum of \$23 million (if that amount is generated by the lottery) is distributed each year to cities/towns. The principal use of these funds is for transportation purposes.

Levy - To impose taxes for the support of government activities.

Line Item Budget - A budget prepared along departmental lines that focuses on what is to be bought.

Long-Term Debt - Debt with a maturity of more than one year after the date of issuance.

Maintenance of Effort - A transfer of General Fund dollars to Transportation to fulfill the statutory requirement placed on cities to maintain the expenditure of local revenue for streets at a level computed as an average of local funds expended for any four of the FY 1981-82 through FY 1985-86. That obligation is calculated at \$1,850,705.

Mandate - A binding obligation issued from an inter-governmental organization. For example, the state to a county which is bound to follow the instructions of the organization.

Modified Accrual Basis - Refers to the accrual basis of accounting, which recognizes increases and decreases in financial resources only to the extent that they reflect near-term inflows or outflows of cash. Thus, under modified accrual basis of accounting, then, amounts are recognized as revenue when earned, only so long as they are collectible within the period or soon enough afterwards to be used to pay liabilities of the current period.

Municipality - An urban district having corporate status and powers of self-government.

Objective - A specific measurable and observable result of an organization's activity which advances the organization toward its goal.

Operating Expenses - The cost for personnel, materials and equipment required for a department to function.

Operating Revenue - Funds that the government receives as income to pay for ongoing operations, including such items as taxes, user fees, interest earnings, and grant revenue. Operating revenue is used to pay for day-to-day services.

Other Post Employment Benefits - in addition to salary, an employee may earn benefits over their years of service that will not be received until after their employment ends. Post-employment benefits other than pensions generally take the form of health insurance and dental, vision, prescription or life insurance benefits provided to eligible retirees. As a group, these are referred to as Other Post-employment Benefits, or OPEB.

Pay-As-You-Go Financing - A term used to describe a financial policy by which the capital program is financed from current revenue rather than through borrowing.

Per Capita - Applies to a unit of population or a person and shows how much each would have if a commodity/expense was divided equally.

Performance Budget - A budget wherein expenditures are based primarily upon measurable performance of activities and work programs.

Performance Indicators - Specific quantitative and qualitative measure of work performed as an objective of the department.

Performing Arts Fund - Used to account for the receipts and expenditures of Performing Arts monies. This tax is for the construction and operation of the performing and visual arts center.

Personal Services - Expenditures for salaries, wages, and fringe benefits of a government's employees.

Policy - A plan, course of action or guiding principle, designed to set parameters for decisions and actions.

Prior Year Encumbrances - Obligations from previous years in the form of purchase orders or contracts which are chargeable to an appropriation, and for which a part of the appropriation is reserved. They cease to be encumbrances when the obligations are paid or otherwise terminated.

Program Budget - A budget which allocates money to the functions or activities of a government rather than to specific items of cost or to specific departments. The City's program budget is divided into six major programs:



(1) General Services consists of: Mayor and Council; City Manager; Internal Audit; Diversity Program; Community Relations; City Clerk; Human Resources; City Attorney; Financial Services; Public Works; Information Technology; and Other Programs.

(2) Development Services consists of: Development Services, Community Development, and Public Works – Design/Construction/ Landscape maintenance.

(3) Public Safety consists of: City Court; Police; and Fire.

(4) Environmental Health consists of: Water Utilities; Public Works- Solid Waste; and Development Services – Code Enforcement.

(5) Community Services consists of: Community Services – Recreation/Library/ Social Services; Public Works – Park Maintenance; and Cemetery.

(6) Transportation consists of: Public Works – Transit/Street Maintenance.

Property Tax - A levy upon the assessed valuation of the property within the City of Tempe upon each \$100 of valuation. Property taxes in Arizona consist of both primary and secondary levies.

Primary Property Tax - A statutory limited tax levy which may be imposed for any purpose.

Secondary Property Tax - An unlimited tax levy which may be used only to retire the principal and interest or redemption charges on bond indebtedness.

Purpose - A broad statement, in terms of meeting public service needs, that a department is organized to meet.

Rainy Day Reserve - A long-term reserve in the event of a significant unforeseen event, economic downturn or liability.

Reserve - An account used to indicate that a portion of a fund's assets are restricted for a specific purpose and is, therefore, not available for general appropriation.

Resolution - A special or temporary order of a legislative body requiring less legal formality than an ordinance or statute.

Resources - Total amounts available for appropriation including estimated revenue, fund transfers, and beginning balances.

Retained Earnings - An equity account reflecting the

accumulated earnings of an enterprise or internal service fund.

Revenue - Funds that the government receives as income. It includes such items as tax payments, fees from specific services, receipts from other governments, fines, forfeitures, grants, shared revenue and interest income.

Revenue Bonds - Bonds usually sold for constructing a project that will produce revenue for the government. That revenue is pledged to pay the principal and interest of the bond.

Revised Budget - A revised budget is a revision of the adopted budget previously submitted and authorized by a governing board.

Right-of-Way - The land used by a public utility, road, or railroad.

Rio Salado - Spanish for Salt River was a project to re-introduce water into a dry riverbed. In 1999, Tempe Town Lake was filled and it extends about 5.5 miles in length and one mile in width.

Rio Salado Community Facilities District Fund - Special revenue fund established in 1987, under the laws of the State of Arizona. The purpose is to account for the receipts and expenditures associated with Tempe Town Lake.

Rio Salado Fund - Special revenue fund to account for the receipts and expenditures of miscellaneous monies used to foster the development of Rio Salado.

Risk Management - An organization goal to protect a government's assets against accidental loss in the most economical method.

R.O.W. - Abbreviated form, see *Right-of-Way*.

Significant Non-Routine Capital Expenditures - Expenditures for major projects that are typically "one time" in nature and involve the construction or expansion of new City facilities or City infrastructure, extensive renovation of existing facilities, the purchase of important capital assets, or the acquisition of new technology which will enhance service delivery.

Source of Revenue - Revenue are classified according to their source or point of origin.

Surplus - An excess of receipts over disbursements.

Tax Levy - The resultant product when the tax rate per one hundred dollars is multiplied by the tax base.

Taxes - Compulsory charges levied by a government for the purpose of financing services performed for the common benefit of the people. This term does not include specific charges made against particular



persons or property for current or permanent benefit, such as special assessments.

Transfers In/Out - Amounts transferred from one fund to another to assist in financing the services for the recipient fund.

Unencumbered Balance - The amount of an appropriation that is neither expended nor encumbered. It is essentially the amount of money still available for future purposes.

Unreserved Fund Balance - The portion of a fund's balance that is not restricted for a specific purpose and is available for general appropriation.

User Charges - The payment of a fee for direct receipt of a public service by the party who benefits from the service.

Workload Indicator - A unit of work to be done (e.g., number of permit applications received, the number of households receiving refuse collection service, or the number of burglaries to be investigated).

Acronyms

ADA-American with Disabilities Act
ADDI-American Dream Down Payment Initiative
APS-Arizona Public Service
ARC-Annual Retiree Contribution
A.R.S.-Arizona Revised Statutes
AWA-America West Airlines
AWWA-American Water Works Association
ASU-Arizona State University
CAD-Computer Assisted Dispatch
CAFR-Comprehensive Annual Financial Report
CAP-Central Arizona Project
CAWCD-Central Arizona Water Conservation District
CCTV-Closed Circuit Television
CDBG-Community Development Block Grant
CFD-Community Facilities District
CIP-Capital Improvement Plan
COE-Cooperative Office Education
COPS-Community Oriented Policing System
CP/EV-Central Phoenix/East Valley
DUI-Driving Under the Influence
EEOC-Equal Employment Opportunity Commission
FEVA-Finance, Economy, and Veterans Affairs
FTE-Full Time Equivalent
FRWS-Field Report Writing System
FTA-Federal Transportation Administration
FY-Fiscal Year
FYE-Fiscal Year Ending
GAAP-Generally Accepted Accounting Principles
GASB-Governmental Accounting Standards Board
GIS-Geographical Information System
G.O.-General Obligation
HBN-High Tech, Nanotech, Biotech
HOME-Home Ownership Made Easier
HPCC-Household Products Collection Center

HUD-Housing and Urban Development
HURF-Highway User Revenue Fund
HVAC-Heating, Ventilation, and Air Conditioning
ICMA-International City Management Association
IMP-Integrated Master Plan
ITS-Intelligent Transportation Systems
ITD-Information Technology Department
JGMWTP-Johnny G. Martinez Water Treatment Plant
KWRF-Kyrene Water Reclamation Facility
LRT-Light Rail Transit
LTAf-Local Transportation Assistance Fund
MAG-Maricopa Association of Governments
MGD-Million Gallons per Day
MMU-Malfunction Management Unit
N/A-Not Applicable
O&M-Operation and Maintenance
OPEB-Other Post Employment Benefits
OSHA-Occupational Safety & Health Administration
PTF-Priority Transportation Fund
RICO-Racketeer Influenced and Corrupt Organizations
RMS-Records Management System
ROW-Right-of-Way
RPTA-Regional Public Transportation Authority
SAFER-Staffing for Adequate Fire and Emergency Response
SAI-Southern Avenue Interceptor
SCADA-Supervisory Control and Data Acquisition
SBP-Skill Based Pay
SROG-Sub Regional Operating Group
STWTP-South Tempe Water Treatment Plant
TCA-Tempe Center for the Arts
WUD-Water Utilities Department



A		Community Relations	
Acronyms	289	Administration	105
Assessed Valuation (Secondary):		Communication and Media Relations	108
Ten Year Historical Trends	198	Government Relations	106
B		Neighborhood Services	107
Bed Tax (Transient Lodging Tax)	76	Performance Budget	104
Benchmarking, Performance	96	Community Services	
Bonded Debt Limits Summary	196	Administration	153
Budget Basis, Budgetary Units, and		Cultural Services	155
Changes to Budget	236	Library	154
Budget Message	1	Performance Budget	152
Budget Per Capita	34, 95	Social Services	156
Budget Policies	14	Comparative Operating Revenue by Source	71
Budget Process Flowchart	22	Comprehensive Financial Plan	
Budget Process Summary	23	Assumptions	45
Budget Resolution	228	Economic Outlook	42, 45
Budget Schedules		Enterprise Funds	56
Estimated Revenue and Expenditures		Financial Action Plan	64
Summary	230	Financial Overview	44
Expenditures Within Each Fund Summary	235	General Fund	46
Revenue Other Than Property Taxes	232	Methodology	41
Tax Levy and Tax Rate Information	231	Overview	40
Other Financing Sources and Interfund		Performing Arts	50
Transfers Summary	234	Rio Salado/Community Facilities	
C		District Funds	54
Capital Improvements Program		Transit Fund	48
Capital Budget Policy	14, 195	Transportation Funds	52
Fund Balances	26	Cost of Services (Residential)	37
Overview	29	Custodial Services Performance Budget	173
Project Listing	199		
Project Map	190	D	
Relationship Between Operating and		Debt Policy	195, 14
Capital Budgets	185	Debt Service Requirements	198
Source of Funds	192	Debt Service Ten Year Historical Trends	198
Strategic Focus	193	Departmental, Per Capita Performance	
Summary	191	Budget	95
Ten Year Historical Trends	198	Departments, Performance Budget	
Charges for Services		City Attorney	116
Development Related	82	City Clerk	109
Recreation and Social Services	81	City Court	110
City Attorney Performance Budget	116	City Manager	100
City Clerk Performance Budget	109	Community Development	132
City Court Performance Budget	110	Community Relations	104
City Limits	238	Community Services	152
City Manager Performance Budget	100	Development Services	130
Citywide Overview of Operating Budget		Diversity Program	102
Debt Service, Revenue and Staffing	29	Financial Services	118
Community Development		Fire	144
Administration/Economic Development	134	Human Resources	112
Performance Budget	132	Information Technology	126
Revitalization/Redevelopment	135	Internal Audit	101
Rio Salado	137	Mayor and Council	98
Community Development Block Grant		Parks and Recreation	158
Revenue	88	Police	138
Community Profile	8	Public Works	164
		Water Utilities	178
		E	
		Engineering Performance Budget	167



Enterprise Funds.....	56
Revenue.....	
Golf Fees	91
Solid Waste Fees.....	90
Unreserved Retained Earnings	28, 16
Water/Wastewater User Fees.....	89

F

Facility Management Performance Budget	172
Financial Action Plan	64
Financial Program.....	19
Financial Program Components.....	25
Financial Program Summary.....	20
Financial Reporting Policies.....	16
Financial Services.....	
Accounting.....	121
Administration and Budget	120
Customer Services	125
Performance Budget	118
Procurement.....	123
Risk Management	122
Tax and License	124
Financial Structure and Organization.....	
Fund Structure.....	237
Relationship Between Budgeting and Accounting	237
Type of Budgeting	237
Fines and Forfeitures	83
Fire.....	
Administration/Fire Prevention	146
Emergency/Medical Services	147
Homeland Security/Special Operations	149
Performance Budget	144
Support Services/Personnel Safety	150
Training/Professional Development.....	148
Fleet Services Performance Budget	174
Fund Balances, Unreserved.....	
General Fund	26, 47
Highway User Revenue Fund.....	27, 53
Local Transportation Assistance Fund	27, 53
Performing Arts	27, 51
Transit Fund	26, 49
Fund Structure	237
Fund Summary	18

G

General Fund.....	
Comprehensive Financial Plan.....	46
Fund Balances, Unreserved (10 Years)	26

General Governmental Revenue.....	
Charges for Services.....	
Development Related.....	82
Recreation and Social Services	81
City Property Tax	75
City Sales Tax	74
Fines and Forfeitures.....	83
Salt River Project In-Lieu Tax	77
State Shared.....	
Income Tax	80
Sales Tax	78
Vehicle License Tax.....	79
Transient Lodging Tax	76
Glossary of Terms	283
Golf Fund.....	
Comprehensive Financial Plan	60
Fund Balances.....	28
Revenue	91

H

Highway User Tax Fund (HURF).....	
Comprehensive Financial Plan	52
Fund Balances, Unreserved (10 Years).....	27
Revenue	86
Human Resources Performance Budget.....	112

I

Information Technology.....	
Performance Budget.....	126
Internal Audit Performance Budget	101

L

Library Performance Budget	154
Light Rail Operations Performance Budget	177
Local (City Sales Tax)	74
Local Transportation Assistance Fund (LTAF).....	
Comprehensive Financial Plan	52
Fund Balances, Unreserved (10 Years).....	27
Revenue	87

M

Mayor and Council Performance Budget.....	98
Mission Statement.....	ix



N		R	
Needs Assessment Phase	23	Recreation Performance Budget	162
Neighborhood Services Performance Budget	107	Relationship Between Operating and Capital Budgets	185
O		Reserve Policies	14
Operating Budget Policies	14	Retained Earnings, Unreserved	
Operating Revenue	71	Golf Fund	16, 18, 28, 61
Organization Chart	xi	Solid Waste Fund	16, 18, 28, 59
P		Water and Wastewater Fund	16, 18, 28, 57
Parks and Recreation		Revenue	
Administration	159	By Source	69
Parks Services	160	Charges for Service	
Performance Budget	158	Development Related	82
Recreation Services	162	Recreation and Social Services	81
Per Capita Expenditures by Program	34	City Property Tax	75
Per Capita Performance Budget	95	City Sales Tax	74
Performance Benchmarking	96	Community Development Block Grant	88
Performance Budget Summary	94	Comparative Revenue by Source	71
Performance Budget, Departmental		Fines and Forfeitures	83
Per Capita	95	Golf Course Fees	91
Performing Arts		Highway User Tax	86
Comprehensive Financial Plan	50	Local Transportation Assistance Fund	87
Fund Balances, Unreserved (10 Years)	27	Performing Arts Fund	85
Performance Budget	155	Salt River Project In-Lieu Tax	77
Personnel		Section 8 Housing Grant	88
Schedules	244	Solid Waste Fees	90
Summary by Department	243	State Shared Income Tax	80
Summary by Fund	282	State Shared Sales Tax	78
Ten-Year History	38	State Shared Vehicle License Tax	79
Police		Total Revenue	68
Investigations	142	Transient Lodging Tax (Bed Tax)	76
Office of the Chief	139	Transit Tax	84
Patrol	140	Water/Wastewater User Fees	89
Performance Budget	138	Rio Salado	
Support Services	141	Comprehensive Financial Plan	54
Program Budget		Performance Budget	137
At a Glance	33	S	
Department Summary	36	Sales Tax, City	74
Fund Summary	35	Salt River Project In-Lieu Tax	77
Per Capita	34	Solid Waste Fund	
Property Tax		Comprehensive Financial Plan	58
Levy and Rate	231	Performance Budget	169
Ordinance	229	Retained Earnings, Unreserved	
Revenue	75	Revenue	16, 18, 28, 59
Ten Year Historical Trends	75	Schedule A	230
Public Works		Schedule B	231
Administration	166	Schedule C	232
Engineering	167	Schedule D	234
Facility Management	172	Schedule E	235
Fleet Services	174		
Light Rail Operations	177		
Solid Waste Services	169		
Performance Budget	164		
Streets and Traffic Operations	169		
Transportation	175		



Section 8 Housing	
Performance Budget	135
Revenue Trends	88
Social Services Performance Budget	156
Solid Waste Services Performance Budget	169
Special Revenue	
Community Development Block Grant	88
Highway User Revenue Fund	86
Local Transportation Assistance Fund	87
Performing Arts Tax	85
Section 8 Housing Grant	88
Transit Tax	84
State Shared Revenue	
Income Tax	80
Sales Tax	78
Vehicle License Tax	79
Strategic Issues: Goals and Strategy/Action Plan	
Community Sustainability	31
Education Partnerships	31
Housing	31
Mill and Lake District	31
Neighborhood Parks Rehabilitation	
and Maintenance	31
Quality of Life	31
Sports, Recreation, Arts and	
Cultural Development	31
Technology, Economic, and Community	
Development	32
Transportation	32
Streets and Traffic Operations	
Performance Budget	169

T

Transient Lodging Tax (Bed Tax)	76
Transit Fund	
Comprehensive Financial Plan	48
Fund Balances, Unreserved	26
Revenue	84
Transportation	
Comprehensive Financial Plan	52
Performance Budget	175
Revenue	
Highway User Tax	86
Local Transportation Assistance Fund	87
Transit Tax	84

W

Water Utilities Performance Budget	178
Water/Wastewater Fund	
Comprehensive Financial Plan	56
Retained Earnings,	
Unreserved	16, 18, 28, 59
Revenue	89

Office of Management and Budget Staff



Even though the budget is heard by the Mayor and Council in March and April, its preparation begins months prior, with projections of City funding sources, remaining bond authorization, reserves, revenue, and expenditures. It continues through numerous phases and culminates with adoption in June. We recognize and appreciate that budgeting is an ongoing process of planning, monitoring, problem solving, and customer service throughout the fiscal year. Each year, every effort is made to improve both the budget process and the usefulness of budget documents.

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Please see City of Tempe budget documents on the World Wide Web.

We're at: www.tempe.gov/budget

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